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A BOORUM & PEASE PRODUCT

12/23 WEDNESDAY: (Con't.)

1

Went over to see Mr. Barton after lunch about the rent I shall have to pay for our new home. He said the bills weren't in yet & that anyway we could wait until after the first of the year to start paying rent. I mentioned the matter of the coal & light that had been used while the house was being remodeled. He told me to bring those bills to him & he would see that I am reimbursed for the full amount. I thought that was fair enough. Daise Bibby came in Mr. Barton's office while I was there. It seems that top management is having quite a problem curtailing the maintenance dept. It is becoming almost impossible to get materials to construct partitions or to make alterations & moves in the plant. Therefore many of the electricians & construction workers must be transferred to other work. Mr. Kirk called the entire Department together at 11:00 this morning & discussed the situation with them. I understand the plan is to transfer all of them to other jobs in the plant. This meeting was held in Room 202 as Bill moved our 10:30 foreman conference to one of the

basement room. I missed the meeting as I was down town. This afternoon Billy, Mac & I took a walk thru the plant. Mac showed us the condition which exists in the screw machine dept. There was one whole section of the Dept. that had no work to do. I suppose Kirk & Johnston would blame that on job training. We went over to Bldg #46 & had a look at the area to be used for our new job training set-up. - When I got back to the office I talked to Bill about letting Mac go ahead with the job training program & that I would like him to devote his time to the factory school & premen training program. He couldn't see that, for he felt that if he was to help at all on it he should be included in on all the meetings. In talking with him I find he is very sensitive about his lack of actual ^{knowledge of} machine shop work & believes that he could learn a lot thru having an active part in the job training set-up. I didn't make any real issue of the manner but decided definitely to have Mac handle the entire job training set-up. In talking with Mac later I learned that he

doesn't approve of having Bill putting his two cents in every now & then. In fact he feels that Bill only rubs the shop men the wrong way. It is too bad that Bill looks so much like the city slicker. I will have to admit that I agree with Mac that when Bill walks down thru the machine floor he looks entirely out of place. —

Mac & I had a meeting with Tom Davis & Dwight Robinson in Ralph LaBourette's office on the new job training set-up. They have modified the hiring schedule somewhat, cutting it down to about 750. So far they have hired 91 only ^{very} a few of which are in the plant at present. The big problem is how are we going to be able to start a group of 15 on one type of machine when those who have been hired are scattered over the entire list of machines with perhaps only 3 or 4 for any one type of machine. We agreed that one solution would be to group the 91 all together & consider them as trainees — then take them by groups of 15 & put them on a certain type of machine under a job instructor. Dwight agreed this could be done provided the

present over are interviewed & this set-up explained to them. Tom agreed to get Mr. Lewis' reaction to this plan & let us know whether he approved. ~~Tom~~ Went over to see Tom about 6:00 & he had gotten Mr. Lewis' approval. - Mary couldn't get anyone to stay with the children so we couldn't go to the customer's bungalow at the Homestead to-night. I had so much work I wanted to do that I didn't much care. Home about 6:30. Spent most of the evening sawing off legs for the train platform & making a control panel for the train controls. Painted them green after I had them made. Also spent some time working on the train platform. Much warmer to-night. One of the neighbor boys came over this evening & helped me shovel out the mouth of the drive. I couldn't get my car in when I came home. Had to put some ashes on the drive in order to get up the grade. Edwards had leveled off the cinders but the drive looked so damn rough that I left the car out rather than drive in over the bumpy.

12/24 THURSDAY:

Drove down to the Spic about 8:00. Thought our premen conference was at 8:30 but learned that it was at 10:30 instead. Went over to see how the man in the Plant Eng. Dept. was coming along on the layout for our job training center. Call Mac Almon over to see it - we went over & had a look at the machines which are to be moved - also took a look at the area that is to be used. They have it all cleaned out now & ready to move the machines in. After that Mac & I went up to see Tom Davis but he wasn't around. We feel that it is utterly foolish to ~~go~~ try to teach a group or several groups right out in the middle of the machine floor without having the area partitioned off, if nothing more than just draper or monitor cloth to cut out the view of things that would distract the students. I called Tom Davis & explained the situation to him. He agreed with me but said he must refuse to speak to Mr. Lewis about it in as much as Mr. Lewis had already told him there was to be no partitions. Tom sure does follow instructions to the "T" -

even, as he says, if he knows they are
 wrong. I drove home for lunch at 12:00 as
 I wanted to help Mary put up the Xmas
 Tree. Stopped at the Lumber Yard on my
 way home & got some 2x3 boards to use as
 legs on the train platform. After lunch I fasten-
 ed the legs to the train platform & ~~also~~ help-
 ed Mary get the tree located. Got back
 to the office about 2:15. — Bill & I spent
 some time this afternoon going over
 the stenotype notes taken of all the
 premen meetings this week. There were
 7 different premen conferences & we have
 complete verbatim notes on the entire
 proceedings of all seven. Boy! That
 makes a volume of notes to go thru.
 We decided that the stenotype idea wasn't
 so good after all. There is just too much
 tripe mixed in with the good. Left the
 office about 4:45 & went down town for
 some last minute shopping. Was lucky to
 get a couple of small ash cans at Cinderslike
 Hardware Store. Dave let me have them. It is
 almost impossible to get anything like
 that anymore. Mary & the children got
 the Xmas tree partly trimmed this after-

noon. Mary put the children to bed early and we had one awfully busy evening getting everything set up & arranged for Santa Clause. I put some finishing touches to the train outfit - put the toy fence I made along two sides of the platform. Had to assemble the express wagon that I had gotten at Mary's. After we had all the things arranged I set up my lights and took a couple of pictures. Left the lights set up so as to be ready to take pictures of the kids in the morning. The last thing before I retired I went out and drove the car into the garage - THE FIRST TIME I HAD USED THE GARAGE. The drive still is not in good shape but I suppose I might just as well use it. Brought Mary's iron present in out of the car & put it under the tree. To bed 12:30. The kids woke up & dressed in morning.

12/25 FRIDAY CHRISTMAS

Barbara & Mary Lou woke Mary & I about 6:50. They could hardly wait for Mary & I to change our clothes to go down with them to see whether Santa Clause

had come. I went down first to turn on
 the lights so I could get pictures of them.
 Boy. They were very excited. I took movies
 of them. Mary almost made the mistake of
 having Barbara get her present. She didn't
 notice her name on the package. She
 was as surprised as the kids were. I
 also took a couple of slides of the children
 at their presents. Barbara got an express
 wagon, sled, doctor kit & doll with roller skates.
 Mary Lou got a sleepy head doll, doll
 clothes, toy cart, panda etc. They both
 got a large stocking & Santa also left
 a stocking of dog biscuits for Shultz. The
 children were had a grand day & I enjoyed
 it just as much as they did. Mary & I
 both got a huge kick ^{out} of seeing ~~the~~ our girls
 enjoy themselves. — About 10:30 I drove
 down town to get the TURKEY, — stopped
 in the Metz's — Mary had heard Lucille
 was taken to the hospital yesterday —
 nothing too serious. Mary & I had decided
 to have Geo. bring the boys over to the house
 this afternoon while he & Mrs. Hiver went
 over to the hospital. Geo. showed me the
 Christmas layouts the boys had. Had to

went outside to the Hotel for the turkey & the mince pie. They were ^{with} waiting for. Had dinner about 12:30. I took a picture of the turkey. - A 14 lb. turkey & a mince pie for 6.50. I thought that's very reasonable in view of the fact that it was all cooked, gravy made etc. It was delicious too! This afternoon I wired up the record player & amplifier so I could use it to play recordings with my movie. Mary has written the Irton & the Clemmons over Sat. night & I want it all set-up for them. I fortunately had enough wire to do the job - I guess it would be impossible to-day to buy any wire. I also did some work on the control panel of the train outfit, and this evening I did some more wiring on the train platform. I had everything wired up now. It was now some job to get everything all set-up, I still had some refinements to make on the outfit. Before the children went to bed I had Mary fix them up - some & I took some more pictures of them with their Xmas presents. It sure was a big day! Went to bed a bit early - 10:30 -

12/
26 SATURDAY:

Got up at 6:45 - had a stiff neck this morning. Got in the office about 8:00. I had located the personnel cards that Dave Sanford has been wanting, I must have. Sure enough I found them yesterday among my personnel files. I wired Dave this morning & also sent the cards special delivery the first thing. Things were very quiet around the school to-day - no customer school & no costume engineers school. Bill & I had a meeting at 10:30 with Mac Almon, Van Gordon, Eddie Bray & Homer Bookstaver on the topic for our meetings week after next, namely - Training & Supervising New Employees. We didn't get much out of this meeting & I'm afraid it will be a more difficult topic than the first two. Mac & I had a talk about the new job training set-up. We are all set to start next Tuesday with our first group, but Mac believes it is impossible to have 15 to start all at one time. However I believe Mac has the solution to the whole situation, namely that of having an extra instructor to help out as new

students are added to the group. I
 came home for lunch. Mary had Hagar
 the little girl down the street come in
 to stay with the children & she drove
 me back to the office. She went on down
 town to do some shopping. Had her
 hair cut & I gave her for 1 man fitted.
 I went over my correspondence & got
 caught up on some of my work. Mary
 stopped back about 3:15 & we came
 back to the home. I helped Mary get the
 home cleaned up for this evening. After
 supper I drove down town & got a hair
 cut. This evening we had the Ostons
 & the Clemmons over. Dwayne had
 some fun with the train outfit. I
 showed them a lot of my movie & some
 slides. Dwayne had a couple reels of
 movie - the first he & Mr. Brown had taken.
 They had made many of the common mistakes.
 My record player worked swell & I play-
 ed music along with most of my movie.
 Mary treated on turkey sandwiches coffee
 & fruit cake. Had a swell evening.

12/
27 SUNDAY:

Got up about 9:00 - after breakfast I took some movies of Mary giving Mary Lou a bath. Also took a couple of slides. Mr. Scanlon from Kellys Coal Co. came this morning & explained the stoker & its controls to me. He also left me an instruction book on its care & operation. After lunch I put some rubber ties on the train out pit. I had forgotten I had them. About 4:30 the Clemmons stopped by & picked us up & we rode with them up to Quilts to their open house. Had a very nice time. Came back about 5:30. When I got out of Clems car I noticed a fire under the front seat. I rushed in to the garage and got my fire extinguisher. However Clem & Mary had the fire out with snow by the time I got there with it. The battery under the seat had shorted & started the fire. When we came in the house we were surprised to find Mother had arrived. She came up with the Athinsons this afternoon. Mother had brought some presents from the folks down home & it was like another Xmas for the kids. They had a well time.

We were glad to see Mother and to hear all the news from the Jersey. After dinner to-night I took some movies of Barbara & the train ~~and~~ the outfit. I also took some color slides of the train, and one of Shultz, the guy. Spent most of the evening talking with Mother. Mary & I took the car out about 10:00. We were surprised to find that it had been raining and freezing - everything was a glaze of ice. Boy! If it is this way tomorrow morning I'm not going to take the car out of the garage. Talked to Mother until quite late before retiring.

12/
28 MONDAY:

It was raining this morning and most of the ice was gone. Drove down to the office at 7:45. Had two foremen meetings this morning one at 8:30 & the second at 10:30. This was our second week & the first session on the second topic namely "The Instruction of New Employees". I attended the first meeting. It was conducted by Ken Walton & was only fair in my estimate. Had a talk this morn-

ing with Mr. Arton about a different office
 for my self. He suggested partitioning off
 part of Room 102, also a part for Bill Johnson.
 Went over to see our new job training set
 up & was glad to see that two machines
 were located & that the tables & chairs were
 all placed for two groups of approximately 15
 each. Mac Almon was then talking to two
 of the instructors who are getting lined up to
 start to-morrow. Mac has decided to
 move his desks into the training area,
 & strongly recommended that as I know
 this set-up will need plenty of supervision.
 Came back up to the house for lunch, stopped
 & got May a couple loaves of bread. The carpenters
 were here putting up the ceiling in the play
 room downstairs. The snow was melting & it
 had rained most all morning. The water had
 seeped thru the wall into the basement until
 the floor was covered. It sure looked a mess.
 Right after lunch Bill & I went over to see
 Dave Betty about 1:30 to get some final O&S
 on some of the points brought out in the
 first series of former meetings. Dave was
 tied up with some visitors & couldn't see us.
 We wait about a half hour & then gave up

I am back to the wheel. I had to go.
 Johnson call me later when Dave was
 free. However when Bill & I got over there he
 was too busy to see ~~us~~ us. It makes
 me so damn to mad. It seems almost
 impossible to get anything done there
 top management. I'm afraid our foreman
 training program will be a flop if we
 don't get more participation from the
 top management. At 6.00 I took we
 had a meeting of the Supervisors over
 in the conference room in Bldg. #46 to
 discuss the topic of "Training & Supervising
 New Employees". I had prepared an outline
 but was not all together satisfied with it.
 Mr. Quintana, Mr. Lewis & Mr. Johnston attend-
 ed the meeting. The session turned out
 to be better than I had anticipated - they
 sort of tore apart my outline but we got
 some good ideas out of it. Finished about 7.30.
 Got home about 8.00. Mary & Mother wait-
 ed supper for me. Had turkey soup - an
 Amer turkey is on its last legs now. Showed
 Mother some of my movie to - night. Looked
 like the first film of Barbara. It sure is
 interesting to look at. The old pictures.

12/
29. TUESDAY:

A rainy day. Mary drove me down to the office about 8.00. Mother stayed with the children. Had a foremen meeting at 8.30 - conducted by Pete Fox - on instructing the Employees. I called then Kasai & checked him up on getting someone of top management to the meeting. Mr. Barton came over & he made the meeting a success. He gave a ~~correct~~ ^{correct} answer to several problems which were brought up by the foremen & they, liked it too. Barton really let his hair down & talked to the foremen. He told them that too much of their job had been taken away from them & that management wanted to give it back to them. The foremen really got what they wanted out of this meeting. A couple of them came up to me after the meeting to tell me how much they felt they had gotten out of the session. Bill had Pete Fox & Geo. Harris over to show them some films - I previewed them too - films of the use of cardiology cutting tools. Had lunch at the cafeteria. This afternoon I went over to the shop. *He with Mac to see the new job

Training program in action. There were 14 new employees who started in this morning on the set-up. It looked quite like a training center & I hope it will produce results. Time will tell! —

Mary stopped by & picked me up at 5:30. We ~~go~~ drove over town & I went in to get her black suit which she had taken back to be altered to fit. Also stopped and got some ice cream on the way home. Stayed in this evening and did some reading. The carpenter finished putting the sealing up in our play room to-day. Our basement is a mess - it has been raining all day & the snow melting too - the back wall of the foundation is bad & the water comes right thru to the basement. There is about 2" of water around the furnace & in the low spots of the basement floor.

¹²/₃₀ WEDNESDAY:

Another rainy day - it has rained all day. I rode to the office at 8:00. Had two former meetings this morning, both conducted by Max Hays. Mr. Barton came over to attend the one at 8:30

and Bill Lewis attended the one at 10:30. Barton is much the better of the two. Bill seems to tighten the group up too much. However both sessions were good, except Max was a bit too slow with the discussion & they didn't finish covering the outline we had prepared on "Inducting the New Employee". Bill Lewis made quite an issue of it & suggested we spend less time on the first part of the outline in future meetings. Both meetings went for 1 1/2 hours over the scheduled 1 hour. Had lunch at the cafeteria. Spent some time with Max Simon this afternoon lining up an induction talk for the new employees in our new job training set-up. However after discussing the thing to some length we decided it would be best not to give these people anymore special treatment than is already being given them. Max has already had a number of requests for recently hired employees to get into this program & he has evidenced a feeling on their part that they are not given equal opportunity with the present new employees. Bill had Max & I preview

a safety film this afternoon with Dick Loomis, Jim Wright & another guy from the safety department. Mac, Bill & I had a session after showing the film on the matter of the Friday morning session on safety for all new employees. We agreed that a well guarded ~~that~~ induction talk would best be given at that meeting & in that way contact all new employees. We called off the Friday Schools to night due to the flood conditions. The water got up over the Geo. F. Highway by about 5:30. Dick made several announcements over the plant P.A. system giving the road conditions. It was the first time I had heard the P.A. system used. About 6:15 I drove down to the Hotel Fredrick to the Lion Club Meeting. Ed Kelly & Earl rode over with me. I left right after dinner - it was only a business meeting - came back to the office & went over to Bldg. #40 to look over the new job training set up. There are only 4 employees enrolled in it at the present time. Frank Ayres stopped by & introduced me to the instructor. I went back to Frank's office with him

and had a chat on our job training set-up. I find Frank would prefer having the job training done just the way we have been doing it under the J.E.T. program. I took a walk ~~to~~ ^{to} the plants, stopped by to talk with Cliff Barrin. He has a number of learners in his department. Had quite a chat with him about the J.E.T. program. He thinks it is OK, but agrees it is difficult to keep everyone looking busy. Got back to the school about 8:15. It was a bad night - snowing a little & windy. However according to the radio reports the flood waters are still rising. The Glo. F. Highway was closed shortly after 6:00. I couldn't get in my car so I left the car parked along the road. - (At 4:30 this afternoon I had a meeting with the Chairman to lead the parent meetings next week on the topic "Training and Supervising New Employees". It turned out to be a very productive meeting. Got some good ideas.) I got home from the office about 8:30. Ed Keady said he would be up after the Lions Meeting to look over the train outfit. I didn't look

for him when with the weather being so bad. However he came about 9:50. We fixed up the lamp he which was out of order & got the whole system tuned up a bit. I tried to about being my electrical technician on the electric train or fit. - bed about 11:30.

12/31 Thursday: -

LAST DAY OF 1942 - About 2:30 last night we were awoken by someone knocking on the front door. They woke me up & I jumped up with a start - my first thought was that of my car which I had left along the road. I rushed down & there was Chet Warner with another fellow & a girl. Their car had slid off the road up by the Binghamton C.C. They came in & called a cab. Had to wait about a half hour. - Had breakfast at home & drove down to the Office about 9:50. I was surprised to find they had converted Room 202 into sleeping quarters for people on the 2nd. shift who couldn't get home due to the floods. The guard told me

There were 13 people sleeping in Room 202.
 Robbie had cancelled the Bremen meeting
 which was to be held at 12:30. There was
 only about half of the people at work
 this morning due to so many being
 retained at home to help evacuate people
 in flooded areas etc. I drove back here on
 the hill about 11:00 & got my camera to
 take some pictures of the flood. Drove
 down to the bottom of the hill - the water
 ran up almost to the I.B. barn by the
 golf course. It was up over Station Blvd.
 almost level with the Erie R.R. tracks.
 Therefore it must have been 8 or 10 feet
 over the road in places. I turned around
 by the barn & then couldn't get started
 back up the hill. Had to put my chains
 on to get up the hill. Stopped at the
 house, took the chains off & had lunch
 before going back to the Office. Also stopped
 around to the meat store & got some
 meat for Mary. - Bill & I tried all
 this day to see Bibby on the results of
 the first series of Bremen Meeting. He had
 been out of town for 2 days & was so
 busy he just was off until tomorrow

morning. It seems almost impossible
 to get things buttoned up on these
 matters which must go to top manage-
 ment. Took a trip thru the plant this
 afternoon. The flood waters have started
 receding a little. Left the office about
 5.30 - Eleanor, Irene & Pearl - Clara
 Corbin rode up to the home with me -
 they walked on over to the Horstman
 farm here. The roads are so icy that
 I was afraid to venture down the hill
 again. Mother is a little concerned
 this evening as to whether she will be
 able to get home this weekend. In
 fact I'm wondering whether the road to
 Arantow will be open to-morrow. I called
 the Endicott AAA before leaving the office
 & was told that the road between New
 Milford & Shelburne was flooded. After dinner
 Mary & I drove down town to see the
 movie "Springtime in the Rockies". After we
 got down on Wash. Ave. we learned that it
 was a midnight show & that all the
~~new~~ pictures being showed at the regular
 time were only second rate pictures - there-
 fore we gave up the idea of going to

the movies. Bought a couple of magazines & went back home. Showed Mother a lot of my old slides to night. Mary, Mother & I stayed up to see the old year out and the new year in. We listened the Watch Night program broadcast from the Riverside Church in N. Y. C. To-bed - 12:30.

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25

1/1 FRIDAY:

A dull stormy day - snowed some this afternoon. I rode down to the office about 8.00. We gave up the idea of leaving for N. J. until at least this afternoon as the N. J. F. Highway was still not open this morning and we were afraid to leave before we knew the roads were OK. Had ^{another} premen's meeting at 10:30 on the topic "Inducting the New Employee". It was the meeting we had to cancel yesterday. Mr. Barton came over & attended the meeting - I saw Bibby also stopped in near the end of the meeting. It was a good session but Pete Fox the chairman didn't get more than about half way through the outline. - The meeting lasted until 12:00. I called the Grayhound Bus Co this noon & asked whether they had resumed bus service to Scranton. I was told the road was still closed so I called Mary & told her that we would give up the idea of going down to N. J. until to-morrow. Had lunch at the cafeteria. This after-

noon Bill & I spent about 1 1/2 hours with
 Dave Bilby going over the summary
 of the Foreman Meetings to date. He
 made final decisions on a number of
 questions which was just what we want-
 ed. Dave called Bill Wiedel in
 his office and gave him the job of
 following thru on the new Employment
 Requisition. We really got quite a lot
 accomplished. I gave Bill the job of
 preparing a brief report on our meeting
 with Dave & Wiedel so we would
 have a record of it. Wrote a short letter
 to Mr. Fisk giving him a report on
 the Foreman Training program & asking
 him for an opportunity to discuss the
 program with him at his convenience.
 Called the Greyhound Bus Co. about 5:00
 & learned that the road to Scranton was
 opened about noon. They had resumed
 bus service at 1:40. The Geo. E. Highway
 was opened again this afternoon. The flood
 water are going down as fast as they came
 up. I called Mary & told her to plan to
 leave for N. J. early to-morrow morning.
 Left the office about 5:30. Mary & I

went over to Oster's to night. Deayne drove over about 8:00 to get in as he had chains on his car & was afraid we wouldn't be able to get in with our car without chains. I took my flood light and camera with me. Deayne wanted to take colored movies of their home to send ^{to} friends in California. I took 1/2 reel 25' of Type A colored movie & also a couple of shots with my Lica. They sure had a beautiful home, but I wouldn't want to live way out there by myself on the hillside. Their drive too is terrible - you would have to keep chains on most of the time in the winter. They showed us all thru the house & I must say Ernie Ogren did a nice job designing it. Got home about 11:00. Motton stayed with the children to night.

1/2 SATURDAY:

Got up about 6:30. Hurried around to get things ready to leave for New Jersey. After breakfast I helped Motton with the dishes while Mary got the children dressed to leave for N. J.

It was quite cold this morning - about
 13° above zero. We finally got started
 about 9:00. The roads were fairly good &
 it was a beautiful bright sunny day.
 The roads were very icy in the Toronto
 but they had been well sanded so the
 driving wasn't bad. There was also ice
 on the trees & it sure looked beautiful
 with the sun ~~the~~ shining on them.
 We stopped at the Penn Stroud in
 Stroudsburg for lunch. It was just
 12:00 when we got there. Stopped in
 Clinton as Mother wanted to get some
 groceries at Gano's Market. Saw my old
 friend Bert Gano. After I left Mary,
 Mother & the children at Mother V's I drove
 down town & had my car washed at
 Lee's Garage. I saw Dad's truck at the
 Hotel & found that he was attending a
 Vigilance Society Meeting. I called Betty from
 the Hotel & learned that Mabel, Lee, Dot
 & Jack & their children had just arrived.
 I sure was surprised to hear that. I
 called Mary & told her to be ready to
 go down with me. As soon as the car
 was finished I drove back up on the

hill & got Mary & the children - drove
 down to see Dad & Betty and the
 folks. Mr. Hummel was also there. He
 and Dad showed Jack, Len & I thru the
 house. They had the old horse stable
 converted into box stalls for cows & calves.
 It sure looks nice & Dad sure is proud
 of the whole job. Mr. Hummel asked me
 to come over this evening - that is if
 Mrs. Hummel was better when he got back.
 He has had a bad cold - said he would
 call & let me know. Had dinner here
 at Mother's - Eleanor & Jack ate with
 us & we finished off a chicken that
 Eleanor had cooked. Dad called about
 6:30 & said Mr. Hummel had called &
 wanted us to come over. Mary & I left
 about 7:20 - stopped over to see John &
 Louie. Jack & Minnie were there so we
 had a chance to see all of them.
 We picked up Dad & Betty and drove
 on over to the Hummels. Mrs. Hummel
 was reclining down stairs & didn't get up
 as she still didn't feel well. Had a nice
 visit with them. I showed them the
 movies I had taken of Shelly and of

our moving into our new home. Mr. Hummel seems to be well impressed with my movie - he wants me to take some movie of the farm for him. Came home about 11:00.

1/3 SUNDAY:

Didn't get up until about 9:15. After breakfast I drove down to Wayside, got Dad & drove on down to see Bryan. Had a nice visit with Bryan & Edna. Also saw Mabel - she slept until almost 11:00 as usual. Bryan showed us the new ford truck he had gotten - a second hand truck which he had painted - it looked very good. It was about 11:30 when I got back here to Mother V's. Mary was about ready to leave to go down to have dinner with Dad & Betty. We stopped in to see Anna on the way down. We met Miss Davis a school teacher who was visiting Anna. Got down to Dad's about 12:15 & got a bawling out from Betty for being 15 minutes late. She had dinner ready at 12:00 as usual and was very much disturbed about our coming

a few minutes late. Dad & Betty had a 17 lb. goose for us. - Boy! It sure was good - all dark meat - very unusual looking & quite a different taste from chicken or turkey. I guess it was the first time I had ever eaten goose. Kenneth Aygar called from Lebanon about 1:30 said he would like to see me so I asked him to stop down. Took some pictures of Betty's Xmas tree for her. Had a nice chat with Kenny. He is still interested in getting a job for his friend with I.B.M. About 2:30 Mary, the children & I left for Cranford. We stopped in to see Jack & Dot and their family. The kids had a swell time playing together. Dot had taken down her Xmas Tree. I called Honey from Dot's and told her we would stop around this evening, as Dot had told us that Fay was working today & wouldn't be home until 6:00. About 5:00 we drove over to Millburn to ~~see~~ Mabel & Les. Had supper with them - Mabel had fixed a swell roast lamb dinner. Boy! We sure over eat when we are in N. J. Right after we ate I sat

up the projector & showed them the movie
 of our moving back from Poughkeepsie and
 also the pictures taken while we were in
 the Hotel. Len had to leave at 7:45 to go
 to a church meeting. We left about 8:00
 and drove over to see Ray, Honey & the boys.
 Had a nice visit with them. Called Mace &
 Ada from Ray's. Had a nice talk with
 Mace & Ada. Left for home about 9:30. Barbara
 & Mary Lou slept most of the way home.
 They sure have been good kids to-day,
 what with no naps.

1/4 MONDAY:

A stormy day. Got up about 9:00.
 After having some breakfast I drove down
 town & got my car filled with Gas at
 Walt Aygars. It had snowed a little
 during the night and the highway was very
 sloppy. I drove on down to see Dad & Betty.
 Dad had gone over to the Whitney farm so
 I didn't get a chance to say good-bye to
 him. Tried to interest Betty in coming up to
 see us with Winnie & Jack when they come.
 Had some lunch at Mother's about 11:00 &
 then left for Endicott. It was a dull

stormy day & not a very cheerful one
 to start for V.V. State. It turned out to
 be a rather hard trip. The roads were
 icy most all the way & the wind blew
 almost a hurricane most of the way. Up
 in the Peconor the snow blew so that
 it was difficult at times to see where
 to drive. I stopped in the Peconor & took
 a color slide of the ice on the trees. The
 sun came out & the ice on the trees
 looked just like crystal. The train behaved
 very well. We got back here at 4:30. Couldn't
 get in the drive as it was too slippery.
 I had a boy shovel out the drive & put
 some aster on the grill. After I got the
 car unloaded I drove down to the office.
 Had quite a talk with Robbie. Everything
 seemed to go off very well to-day. Had
 two foremen meetings this morning. Continuing
 the same topic we had last week. Came back
 to the house for dinner at 6:30. Put my car
 in the garage. Was surprised to find that
 there was water & ice all over my garage
 floor. I called Edwain to-night to look it
 over & see what could be done to fix it.
 The bicycle cartons are getting all water

soaked & things were in a mess. What with the water in the cellar I feel pretty well discouraged. Also called Ed Atkinson to-night & ordered a load of wood for the fireplace. Wrote Bob Plum & letter & did some reading to-night.

1/5 TUESDAY:

It was about 8° above zero this morning. Called Geo. Mely & took him to work with me at 8:00. Let Geo. off at the school & drove on down to the post office to mail some letters. Stopped around to the Little Sweet shop & ordered my new license. Mr. Orton had quite a long talk with Robbie & I this morning on the matter of cooperation between the various phases of our Educational Dept. He very tactfully took Bill to task for some of the things he had done. I was quite amused over the whole situation. Bill of course never once admitted he was the least bit in the wrong. I must say Dwayne sure is smooth in the way he handles the situation. It was quite a lesson for me to hear what he had to say. One statement particularly - He said, -

"Two or more ~~that~~ families can't live to-gether we must work as one family." Had a foremen's meeting at 8:30. I called Dause Bibby & asked him to attend it. He came in about a half hour late. Bill & I sat in on the end of it. Had a long talk with Mac Almon & got his reaction to Dick Fredericks' safety meeting which he sat in on last Friday. Mac simply recited many of the things which Bill & I had criticized when we attended it. I was disappointed to learn from Mac that Dick didn't get the foremen & supervisor to-gether after the session to get their suggestions and ideas. He ^{had} a 6 if then attend the meeting, as I had suggested. - Mac also gave me a complete report of the meeting he had with Bill Lewis, Jimmie Johnston & Bert Kitzner last evening on the new job training set-up. They wanted Mac to train some bench lathe operators in the training class & Mac turned that down flat as he knows from experience that the only way to train bench lathe operators is by actually working on the machine. They agreed with him & then Mac

had news enough to really ~~put~~ men up and point out to Bill & Jimmie that there just wasn't places ~~for~~ 2 machines to put our present trainees on and that our training program was geared up to take care of much more than our present need for machine operators warranted. Jimmy immediately stopped the 2nd. shift on our training center & placed a curb on the hiring. I was sorry I wasn't at the meeting but I'm vly. glad that Mac spoke up as someone must get the present situation of overmaned department straightened out & it certainly should be brought to the attention of Management. —

↑ This noon I drove over to the Hotel & took Bill Wiselozel with me as he had an errand to do down town. I got one letter that had gone to the Hotel for me.

Walked over to have a look at the training center with Mac Almon about 11:15. There are 33 on the new job training program at the present time. They had moved two more grinders in over the weekend so there are now 4 machines in all. On my way back I stopped in to see Mr. Barton & to ask him about what my rent was to be. He told me 65

for month & pointed out that as a much
 rent couldn't be raised until they are set
 he was making it the amount which the
 house should rent for when the job is completed.
 I didn't mind that - even though there are
 a number of things still to be done - but I
 was quite insistent about having something
 done to keep the water out of the basement.
 He mentioned the water in the garage &
 the condition of the drive - all I guess
 it was just too much for Honest John &
 he sure did explode. He took me to
 task for the expense account I had turned
 in while living at the Hotel - stating that
 the I.C.M. was no more obligated to pay my
 laundry & pressing bills for the 8 weeks as was
 at the Hotel than they are to pay him. To
 help me I was so taken off my feet I
 hardly knew what to say. I told him that
 I didn't know but that was what was
 expected and I certainly didn't do it to
 take advantage of a situation as he very
 definitely accused me of doing. I also pointed
 out to him, I moved into the house just as
 soon as I possibly could & would like to have
 moved in earlier if it had been possible.

I don't know what was the matter with Barton, but he sure was in an ugly mood. He also brought up the matter of putting in for entertainment on expense accounts & also telephone calls home etc, pointing out Boy God! He never put those items on his expense accounts. He said, - "Of course if you are Small enough to put them on I'm big enough to OK them". Boy! He sure made me stop & reconsider for I must admit I have been guilty of these very things myself. However I have been very innocent in the whole matter for I have always asked someone else who had had more experience with these things & followed their example. What is really wrong, if Barton feels this way about it, why doesn't he issue definite instructions as to what is acceptable and what isn't acceptable. However when I told him I wish he had brought these things to my attention before he simply stated I was old enough & certainly intelligent enough to know that they were wrong without being told. Boy! He certainly gave me one of the finest bowlings out I have ever had. In fact I ~~was~~ was very thankful that he

really did you up on me as I think it is well to know management stand on such matters as these, and it might be rather disconcerting to have them continue to the point where they could become a real road against you. Therefore I told Mr. Barton I was glad to know of these things & that I would see that there would be no recurrence of them. I also asked him if he ^{would} mind if I went ahead with minor things about the house on my own & he agreed that would be OK. Boy! And after that out burst this morning I certainly wouldn't want to go to him on anything but a major issue. — He pointed out that he never has any complaints from the workers who rent houses from him but he has all kinds of trouble with the executives. I certainly can understand that — the poor warden is probably too chicken hearted to wither stand Bartons rebuffs & probably gives up after the first attempt. I certainly felt less hopeful about the whole situation of our new home after the session with him this morning. All men can be damn unreasonable at times & to-day was one of them.

When I went sent over a girl for me to
 interview this afternoon - a When MacKelford who
 she ~~was recommending~~ recommended for the
 consideration as my secretary. She appeared to
 be very satisfactory in every respect. I dictated
 a letter & had her type it in the electric
 machine. She did very well considering she
 had never used that type of machine before.
 I gave Eleanor an OK on her & she is
 going ahead with the hiring, therefore I will
 probably have a secretary again in about
 two weeks. So far I have been getting my
 work done by just anybody I could get to
 do it & that just doesn't work out for
 anyone concerned. Bill & I tried to see
 Bibby this afternoon but it just didn't work
 out. However I went over about 4:30 & asked
 him about having the safety program which
 Dick Frederick gives to all the new employees
 presented to all the Foremen & Supervisors. Bill
 & I had hoped to have the 2nd shift Foremen ~~and~~
 have it this Friday Night as they had asked
 to be given an opportunity to know what their
 new employees are told about safety. I am
 thought they were entirely right & said that
 all Foremen & Supervisors should be given a chance

To know - he called Bill Lewis & asked that
 a Foreman's Meeting be called for Friday at 4:30
 at which Dick & his boys should put on the
 entire program. I didn't like this but I didn't
 have a chance to stop him. Barton stopped
 in Bibby's Office & Dams took the matter
 up with him. I suggested that he & Barton
 sit in on the regular Friday Morning session
 which is what they are planning to do.
 I asked Dams what my responsibility
 was on the safety training program & he
 advised me that I was simply to act
 in an advisory capacity and help in
 any way to improve the program. I
 told him I felt it needed considerable
 changing & he said he felt that he &
 management had been lax in not keep-
 ing better posted as to just what was being
 done in the safety training Program. After I
 got back to the Office I talked it over with
 Bill & called Dams back asking him
 to wait on calling the foreman meeting
 until after he & Barton had attended the
 session Friday Morning. He agreed that
 would be the best plan, as I'm hoping
 he might change his ideas after sitting in

on the meeting. I brought the spinning units home from the school this evening and after dinner I spliced a few of my films together. I was surprised to find I had 16 films to splice. Only got 7 of them taken care of this evening.

1/6 WEDNESDAY:

Mary drove me down to the office this morning & then took Barbara on over to Hooper School to get her started in kindergarten. We had to be at school by 8:30. Mary had Martha come over to stay with Mary Lou. Had two foremen meetings this morning. Mrs. Houston came over for the first one and Mrs. Lewis attended the second one. Mrs. Fleckner who is up from Poughkeepsie stopped over to see me about 12:30. I had just received a proposal from Doc Sanford for his Spring, Factory School Program so I wanted to go over the whole training situation at P. with Harry & especially to find what he thought of the need for a foremen training program such as we are now conducting here at Endicott. I had Harry sit in

for about 10 min. on the second session that was held this morning. He was very much impressed with it & felt that the same thing could be done to advantage at P.K. I called Steve & asked to see Mr. Kirk as I wanted to ask about going to P.K. to-morrow. After lunch I previewed some safety films with Bill & Dick Fredericks Sr. and his safety men. Was called away to see Mr. Kirk. Kirk really gave me a few minutes with him alone & seemed in a much better mood than usual. I told him I thought the Bremen meeting program was producing results & mentioned having Fletcher sit in on the meeting this morning. I then asked whether we wanted me to institute a similar program at P.K. He said yes in fact in all TBM Plants. I also mentioned having received the Factory School Program from Dave & that there were several things I felt I should help him with. In addition I also brought up the matter of the job training program at P.K. Therefore I asked him whether he thought it O.K. for me to go to P.K. for a few

says. He said I but wanted to know
 why I couldn't do it, less than a
 few days & if two days wasn't enough.
 I agreed that perhaps 2 days would be
 sufficient to get the program started.
 Spoke to Steve when I came out & he
 is arranging for me to go along with
 Mr. Fife & Mrs. Houston in the ~~Cadillac~~
 Cadillac to-morrow. Also learned that
 Miss Prime is going down. I learned
 from Flechter that Ralph Walker is
 now in the Army - went in last
 week. Had a long talk with Dick
 Frederick this afternoon on his safety
 program. He seemed most receptive to
 my suggestions & I think I can help
 him a lot on the work he is doing,
 especially in getting the Freeman to cooper-
 ate with him. Bill & I spent over an
 hour waiting to see Dave Bibby & then
 didn't get in his office. He called me
 back & explained he would see me in
 the morning - I told him I was going to Pk.
 so he suggested I send Bill over anyway.
 At 6:15 went over to the Hotel with
 Bill to the Lion Meeting. Came back

to the school with him at 5.00. I sat in on the showing of the film "This is India", a most unusual picture. Called Jimmie Johnston to find out how long he intended to stay at P.R. He thought it would probably be just two days & that the car would return sometime Sunday. Called Mary & she came down to the school to get me. — The paper announced to-night that all pleasure driving was to be banned starting at noon to-morrow. Boy! I'm glad we went to N.J. last weekend. The paper even states that driving to social engagements, movies, parties, etc. is out until further notice. Mary & I had planned to have the Janis & the Robinsons over Sat. Night but I'm afraid they will not be able to drive over. Took some still pictures of the Xmas tree to-night as it is reaching the crowning point, the pine needles are beginning to fall very fast. Got all set this evening to go to Poughkeepsie to-morrow morning.

1/7 THURSDAY:

A bright cold winter day. Barbara went to Hoover School on the bus for the first time to-day. She had to leave the home about 7:45 and the bus picks the kids up at 7:50 on the corner at the top of the hill (Corner of Hoover Ave & Country Club Rd.) I was ready to leave for Poughkeepsie at 8:00 but had to wait until about 8:20. I could see the Cadillac up at Quirk waiting for Charlie to get out. Mary & Mary Lou saw me off. Mr. & Mrs. Johnston were with Mr. Quirk when they picked me up. Bob Wheeler was the driver. We had to drive up to the Homestead to get Eleanor Irvine before leaving for Poughkeepsie. It was a beautiful day but the road was icy & Bob had to take it easy driving as in many places there wasn't any snow on the road. It put me so much in mind of the trip I had just about a year ago - late Feb. 9th. when I came to PK with Mr. Quirk & Mr. Larnell to take over on my new job. Charlie seemed to be in a good mood & we had quite a jolly time all the way down. ^{Asked me about helping him on taking money} He stopped in Depew at a dinner there - ~~I~~ Marvel ~~Johnston~~

couldn't believe we were going in such a looking place. Mr. Fick had some fun kidding her. There had been a bad ice storm in the area of Montecello - all the trees had the tops broken out of them - it looked like a shame. We had icy roads practically all the way down. Arrived here at the Nelson Home at 1:30. Mr. Pin was here to meet us & had lunch with us. After lunch Mr. Johnson & Mr. Fick had to go over to Hart's plant with Mr. Pin so Bob Wheeler drove Eleanor & I down to the plant with the Cadillac. We sure drove up in style. It was the first I had seen all the office consolidated in the cafeteria. They sure have the desks packed in & it looks anything but good. I'm wondering what will happen to it when Mr. Watson sees it. I understand he hasn't seen it yet. Spent the rest of the afternoon with Dave Sanford & I a short time with Ralph Walker. Was surprised to see Ralph as Fletcher had told me he had left for the army. Boy! Ralph was sore when I told him for it came just about everyone has been asking him when he is leaving & as a matter of fact there is

nothing certain about his going: Ralph asked Eleanor Irvine & myself to have dinner with him & Della. I talked to Dave ~~of~~ about the Spring Term of the Friday School & went over his proposal. Eleanor & I rode up to Ralph's home with him about 6:30. Della & her mother had a well dinner for us & I said I did enjoy talking over old times at Pk. with them. About 9:30 Ralph & I drove over to the drug store & got some ice cream. We noticed there were no cars on the street & suddenly remembered there was a ban on all such driving so we were a bit concerned about being stopped. Dick Leland was at Walden when we got back. Dave & I had planned to go over some with to-night but after we had eaten the ice cream & talked awhile we decided it was too late. Ralph & Della drove me down to the Hotel about 11:00 & Dave took Eleanor over to Mrs. Gilman's apartments for the night. Ralph put his plant badge on & decided that if a cop stopped us he would say we were returning from the plant. Dave said he had been stopped & asked where he was going by the cop down town.

1/8 FRIDAY:

Another beautiful day. Dave Kempf came over to the Nelson House & had breakfast with me about 7:45 this morning. Dave has been up to Rochester since Christmas so Dave decided not to get his own breakfast. Rode down to the plant with Dave about 8:15. We took a walk around the plant first & then spent most of the morning going over our job training & foremen training programs with Dave. I had wanted to see Bill Hair & Mr. Pin but with Mr. Kirk & Mr. Johnston at the plant I just couldn't get next to them. Bob Wheeler called and told me he was leaving at 11:00 for Endicott with the Cadillac so I planned my time with Dave so I could leave at that time. Had lunch at the cafeteria with Dave & Ralph. Mr. Kirk was there and entertained the group by playing ~~on~~ the piano. I told him I was going back with Bob at 11:00 & he said OK. Al & Mr. Johnston were staying over. Miss Castle who is the new dietitian in Miss Johns place went back to Endicott with us. I had never met her before.

Had to drop her off at her house on Clinton
 St. Bob drove me on down town, I stopped
 in Lucky's place to get something but they
 didn't have it. Then drove over to the hotel
 & met Mrs. Johnston at 1:30. I checked out
 and we left right away for Endicott. Stopped
 around to pick up Mrs. Castle. She & Marcell
 rode in the back & I rode up front with
 Bob. The roads were somewhat better coming
 back. We made fairly good time, got in Poughkeepsie
 about 6:00. Had to stop at the Poughkeepsie
 Station for Mrs. Castle to change her ticket.
 I called Mary & told her I would be home
 for dinner. Drove over to Endicott & left
 Marcell at her home - then Bob dropped
 me off here at the house on his way back
 to the homestead with Mrs. Castle. Mary
 had kept the children up, I was very glad
 to see them all. After dinner the night
 Mary & I moved the chest of drawers from the
 new bedroom into my study & we
 spent most of the evening straightening it up.
 I'm going to have a nice study when my
 desk arrives & I get it all arranged the
 way I want it.

1/9 SATURDAY:

A cold day. It was 2 below zero when I drove down to the office about 9:00. Had quite a bit of mail to take care of this morning. I found Mr. Lister was out of town again. However he had returned from N.Y.C. with a report on what Mr. Watson wants done with our Factory School Books. He has decided instead of having them published by a commercial publishing house that we should publish them ourselves & give them away. Gobie was surprised to hear that & so was I. In fact I can't quite understand his reason for doing this. It sure will be the cause of many hard feelings with the various publishers & then too we do not have the facilities with which to give it wide distribution. However if we are going to give them away the distribution will probably be wide enough. Had a session with Mr. Simon on Job Training discussed the need of more J.I.T. Trainers. Now that we are widening our J.I.T. program to include ~~the~~ all the Assembly Dept's. Mr. Simon we should have at least 2 more men trained. In as much as I

can't get Dave Sanford & Phil Lusk trained
 in S.H.C. I decided if there could be an
 institute started in Binghamton I ~~can~~ could
 have them come up here. I called Sam
 Morse at the T.W.T. Office in Bony. & went
 over the whole situation with him. He
 believes he can get an institute arranged
 for Jan 1. Will let me know Monday.
 Mac also told me that he has the
 special assembly training program
 lined up to start next Wednesday. I
 went over it with him & it looks damn
 good. It seems that at last top
 management is becoming training conscious.
 Also wrote Ray Sheridan this morning
 about their sending one or two men down
 from Rochester to attend the institute.
 Drove over town at noon & did some
 shopping before I came home for lunch.
 Boy! You have to make your trips count
 what with the ban on pleasure driving.
 I had a bad head ache all afternoon.
 Helped Mary with the dishes & about 3:00
 we dressed Babe & Mary Lou up to go
 sleigh riding. Took them up on the golf
 course back of Fairview. I took movie of

them. We had Shelly with us & he almost
 got bogged down in the snow with his
 short legs. It was a beautiful afternoon
 & I hope I got some good pictures. She-
 lly took a few stills. Felt so bad when I
 got back in the house that I took an
 aspirin & laid down for awhile. Bill
 & Ray and Ray & Marion Jarvis came
 over to night. They ventured out even
 though there in a bar on driving for social
 calls. I had spoken to Bill & Ray this
 morning & left it up to them about com-
 ing. Bill said we could always call at
 a session on Saturday school. I showed
 them all the movies we had taken in
 Poughkeepsie. Bill had some fun kidding
 me about the painting of myself I have
 on the wall here in the dining room. Talked
 for a long time over our refreshments.
 Bill got started telling us about his
 experiences at the World's Fair. We
 talked until 12:30. Bill & Ray had
 parked their cars all the way up
 by the garage at the back of the house
 so they wouldn't be so obvious from the
 road.

1/10 SUNDAY:

Stayed in all day to-day. After breakfast helped Mary with the dishes. Did a lot of work around the house to-day. Swept up the basement floor. Lubricated the stove & washed it off. Had a fire going in the fireplace in the playroom all afternoon. Tried out the idea of burning stove coal in the grate. It didn't work out so well. About 5:00 this afternoon the Wefys all stopped over to call. Jerry had a swell time running the electric train. Mary had taken the tree down so I have the platform all fixed up like a little farm. It really looks quite nice. I showed Geo. thru the house. Showed them the movies we had taken of the children on Christmas Day. George had been up at the Home-stand all afternoon greeting customers. He is now on the staff for the Customer Administrative Schools. He was promoted this week to the job of Technical Consultant for the Educational Dept. I was glad to hear Geo. had the new job, for I have always thought he was one of the ablest men in

our Educational Dept. After dinner to -
night Mary & I took the ashes & garbage
out. My back is bothering me to -night.
I feel as though I'm getting lumbago - I
guess I worked too hard to-day. Did
some work I brought home from the
office to -night & listened to the radio.

1/11 MONDAY:

Drove down to the office at 7:45.
Had a very busy day. At 8:30 we
had our first ^{board} meeting on Training &
Supervising New Employees. Also had a
meeting at 10:30. Both of them went off
fairly well. Bill Lewis came over for
the last part of the 2nd. meeting. I
checked up with Bill Lewis this morn-
ing on the partition for my office & he
has turned it down flat & referred me
to Dame Bibby. I went over to see
Dame & he gave me an argument about
not needing a private office. Pointed out
that most of the supervisors in the
plants do not have offices. He didn't
seem, however, altogether sincere about
his rejection of my reasons for request-

ing the partition. Therefore I am still hoping that it may still be possible to get some concession on the matter. We left it that I should look around the school & try to line up a better place for my office than room 102. Got word from Sam Morse this morning that the J. I. T. Institute would definitely convene Jan. 18 at Binghamton. I called Mr. Pin at Poughkeepsie & asked about arrangements for Dave Sanford & Phil Feich. I was disappointed to learn that Phil is now working for Al Williams at 590 Madison Ave. & will be unable to assist us on our job training program. However Mr. Pin promised to pick someone to replace Phil. Also wired Ray Sheidan advising him of the J. I. T. Institute. Called Ed Hamlin this morning & had a load of fire wood delivered from the plant to-day. At 5:00 we had a supervisor meeting which was called by Mr. Bibby. Bill & I covered most of the points which were summarized from all the premen meetings to-date. Bibby had asked that they be presented to the Supervisors & with them management

would arrive at the proper action to be taken on many of these problems & questions which the Foremen want answered. Bill Lewis, Jimmy Johnston, Bibby & Bert Jitner were there. There was plenty discussion on most of the points & the meeting dragged out to 7:15. I had to call the meeting off at that point although we had only covered about 2/3 of the outline which we had prepared. Most of the supervisors became pretty uneasy when it got about 7:00 o'clock. Got home about 7:30, had a late dinner. Called Mac Almon after dinner & talked with him about the T.E.T. Institute, we have to get two men lined up from here to attend. Did some work on getting a proposal prepared for Mr. Pin on our Foremen Training Program. My back still bothered me some to-night. Many believe I caught cold in my back sitting on the floor up in my study last Friday Night. The room was cold & I had no coat or sweater on so I'm inclined to think that is right.

1/12 TUESDAY:

Drove down to the office at 8:00. Had a foreman's meeting at 8:30. The 3rd. one on Training & Supervising New Employees. It was conducted by Bob Caenen. The boys are giving our Job Training Program an airing & some good points are being brought out. Generally it is felt that the J.T.T. Program has done & is doing a good job. The foremen all like it, but as Mac Almon said when we are discussing the whole set-up to-day, the foremen like it for the reason it gives them something to charge the time of their ^{new} employees to & in many instances this point is abused. Mac & I spent some time with Max Hayes this morning getting a man lined up for the J.T.T. Institute. We are going to see John Dent as he has been selected to do the job training for the new employees going into the Assembly Department. Mac showed me the room in the Candy Bldg. that they are clearing out to be used as the training center. Also walked over to the other training center in Bldg. #40. There are 27 new employees & transfers in training at the present time.

We brought up the question of pay on the
 job instructions being read & I agreed with
 him that they should be paid more
 than an operator since they are given the
 added responsibility of instruction. Had
 lunch at the cafeteria. This afternoon I sent
 a proposal to Mr. Penn on the Foreman
 Program suggesting we start a similar
 program in Poughkeepsie. Glen spoke to
 me this afternoon about going to a dinner
 of some kind in Binghamton to night.
 I had planned to attend the Study Club
 meeting which had been cancelled at
 the IBA Country Club & planned to be
 held at the school in Room 202. It was
 cancelled due to the limitation placed
 on dining for social or pleasure reasons.
 I called Mary & she agreed she would
 like to go. Got a wire from Ray Whelan
 in Rochester this afternoon saying he
 was sending John Lenhart down from
 there to attend the I. S. T. Institute.
 Left the office about 5:00 as the
 dinner was at 6:30. Stopped over at
 the frozen food locker & got some
 meat on the way home. Mildred

Fred & Sally were here calling when I
 got home. Charlie was out of town -
 left early this morning. - Arrived
 around & left about 6:00. Had to leave
 the children with Hazel the little girl
 who lives 5 hours down the road. We
 didn't like to do it as she is only 11 years
 old but we thought we would try it. Drove
 up to the Homestead to pick up Eleanor & we
 found she had just gotten in from the
 office & couldn't make it. Drove on over to
 Binghamton & picked up the Jack Van Borden
 at their home. Then drove on over to the Arlington
 Hotel. It turned out to be a ~~at~~ testimonial dinner
 to Mr. Stapleton who has been Treasurer of the
 Volunteer of America in Binghamton for the past
 12 years. Commander Booth, a very lovely old
 lady, who founded the Volunteer of America
 was the guest of honor & gave a very
 inspiring talk. I was really glad I had
 gone. The other 534 people there were the
 McDowell, Mr & Mrs. Dwight Robinson, Mr & Mrs.
 Fred Loose & Miss Means. Ended about 9:30.
 I now had a much better opinion of the
 Volunteer of America after attending this banquet.
 Was amazed to see how few came there

me on the street. Boy! This bar on all
 yellowe driving is not producing results.
 Clem had told me he had once that
 driving to this affair was permitted so I
 went around about being quieted up. Got
 home about 10:00. Looked at the Christmas
 slides which came back to-day. They
 turned out well. In fact they had picked
 out three which they suggested would make
 good color prints. I expect to have a couple
 made.

1/13 WEDNESDAY:

Drove down to the office at 8:00. Had
 a very busy day. There were two Foreman
 Meetings this morning - one at 8:30 & one at
 10:30 on Training & Supervising New Employees.
 These meetings are beginning to taper off
 a bit in interest. Most of the executives
 were out of town to-day therefore there
 was no one from management at these
 meetings. Called Ray Skindin ^{at Hoboken} about the
 qualification of John Penhard whom he is send-
 ing down to attend the I.T.T. Institute next
 week. Had lunch at cafeteria - after
 lunch ~~my~~ Van Borden & I walked down

town. I took down two color slides to send
 color printer made. Received a telegram from
 Dave Sanford this afternoon stating that
 Bill Main would like to have a man sent
 down from Endicott to act as Job Instructor
 in the Training center they are setting up. I
 talked this ~~off~~ over with Max Brown & tried
 to pick out a possible man to fill the bill.
 Goblie & I spent some time with Dick Fred-
 erick this afternoon looking up the program
 for the premen meeting, Friday Afternoon.
 At 5:00 I drove out to the Rug Shop on Sec.
 F. Highway to look at some ~~suggar~~ rugs
 which are on sale. Stopped back to the
 office. Called Dave Sanford to check on
 who he was ^{bringing} ~~sending~~ up from P.A. with him
 to attend the J.S.T. Institute. He is having
 trouble having things up with Ben & Bill Main.
 At 6:20 drove over to Hotel Frederick to the
 joint meeting of Lions, Rotary, Kiwanis &
 Junior Chamber of Commerce. ~~at the~~ I was
 the annual dinner of the Jaycees at which
 the Distinguished Service award is presented to
 the Outstanding Young Man of the Year in
 Endicott. The award went to Franklyn
 Dittrich & was very ably presented by

Mr. Ed Loring of The Union Supply Co. The main speaker was Bob Gray Maschke, power company executive from Buffalo. He gave a very good talk on "The Job Before Us". Got home about 10:15.

1/14 THURSDAY:

Rode down to the office with Clem this morning as I wanted to leave the car home for Mary to go shopping with. At 9:45 I went over to the Buddy Bldg. & sat in on one of our job training sessions for new employees on assembly work. John Dene conducted the session & I think he did a fairly good job. At 10:30 attended another Foreman's Meeting on "Training and Supervising New Employees". Bob Carmon conducted the meeting, it was his 3rd. meeting for this week. All the other men we had lined up as chairmen were out of town. Walked down town this noon after having lunch at the cafeteria, got a hair cut. This afternoon I went over to the job training center to see Mr. Alnor. Bibby had called about the Assembly Training program & wants to sit in on one of

the sessions. Came home with Clem to
 wash at 6:00. At 6:45 Mary & I drove
 over & got Geo & Lucile Wfity, and went
 up to the Homestead to a Customer Dinner.
 It's quite a treat to have an excuse to go
 out now with the car on pleasure driving.
 David Bibby spoke - representing the company.
 he did a very nice job. I always like to
 hear Dave talk. Got home about 10:00.
 It was mowing a little. Had to change
 my clothes & go down and fill the coal
 hopper on the stove before I went to bed.
 I have to fill it about every other night.
 Mary said Mr. Barton & Mr. Hoffman were
 up looking the place over to-day. I hope
 they do something to keep water out of
 the basement. The painter was here to-
 day & finished painting the basement floor
 in the playroom.

1/15 FRIDAY:

Drove down to the office at 8:00. Had
 quite a talk with Bob Edwards & Bill
 Robinson about my office set up in
 Room 102. Frank Glover, Van Gorden sec-
 retary will have to be moved into

Lobby's office. Bill didn't like that at
 first but I gave him the alternative of
 either doing that or I would move into
 his office & have Mark in there with me.
 Of course he wouldn't listen to that ~~at~~
 in fact he said if he had to move
 into Room 102 he would have to give
 up writing lesson material. He also
 admitted that the set-up in Room 102
 was not a proper set-up for either
 he or myself. I can't say I like it
 but I don't know what else I can
 do right now. Had lunch at cafeteria.
 At 2:00 Bill & I had a meeting with Bill
 Davidson & Ralph LaBouette on the out-
 line for the foremen meetings ~~to~~ next week.
 Spent about an hour & a half going
 over the forms used by the foremen
 which we are going to discuss next week.
 At 4:00 there was a general Foreman's Meeting
 in Room 202. It was ~~to~~ called primarily
 to give all the foremen a chance to
 hear what Dick Fredrick tells the
 new employees. However Dick ^{also} used
 the occasion also as the regularly quar-
 terly safety meeting & had up. Every

of the Library Mutual Ass. Co. there to talk
 to the group. I announced the second
 part of the program. Dick & Stan Southern
 put on the regular talks & demonstrations
 that they give the new employees in the
 regular safety meeting. Also showed the
 sound slide film "Win America Back to
 Work". Meeting ended 5:10. Left office
 about 5:30 & drove over to get Mrs.
 Whitmyre. Brought her up to the
 home for dinner. After dinner I showed
 her some movies & some slides. Had
 to go back to the office at 8:00 to
 attend the ^{night} foremen's meeting on "Training
 and Supervising New Employees". It was
 a good session. Clyde Larabee acted as
 chairman. Lasted until about 9:15. Had
 quite a chat with Bert Givner after the
 meeting. He seemed quite alarmed about
 the amount of time being charged to
 training & I believe that is something
 which Mac Almon & I ought to check in
 on. Mac tells me that the cost of
 job training for the last 9 months is
 over 700,000. Got back to the home
 about 10:00. Showed Mary & Mrs. Whitmyre

saw more slides. About 11:00 I went
 Mrs. Whiting's home. Had a nice chat-
 ing, talking over old times with her.

1/16 SATURDAY:

Drove down to the office about
 9:00. Received a telegram from Dave
 Sanford this morning saying that Frank
 Boccia was coming up from Poughkeepsie
 with him to attend the I. E. T. Institute.
 I replied by telegram giving my approval
 & asked for the how & when they were
 arriving. Received an answer just at noon
 that they would arrive by train at 7:30
 Mon. morning. I took a walk thru the
 plants this morning. Boy that new
 building sure is a honey. However so
 much of it is becoming restricted area
 that you can't see more than
 a little over half of it. Came home for
 lunch at 12:30, stopped for some ice cream
 on the way home. Decided to stay home
 this afternoon & do some work around the
 house. Bot into some old clothes & chipped
 the ice off my garage floor. Mary wanted
 me to go with her to pick out a rug

for the dining room so about 3.30 we got the hair dressed & all went down to the Endicott Dry Store. We picked out a plain green rug for \$9.50. It was a 75¢ value so I think we got a fairly good buy. Drove on down town Endicott & did some shopping. When I got home water had begun running into the play room so I got the mop & cleaned it up. Had a fire in the down stair fireplace. After dinner to-night I took some pictures of Mary Lou & Barbara with the Electric Train outfit. I had planned to take some colored movie tittles to-night but remembered I had the movie camera loaded with out for color film, therefore I ^{had to} give up the idea. I put the colored ~~film~~ border around the breakfast nook for Mary to-night.

1/17 SUNDAY:

A dull rainy day. Got up about 9:00. Spent the entire morning & until about 3:00 this afternoon tearing down the train platform & putting all the things away in the attic. Boy! It turned out to be

more of a job than I had expected. Used the vacuum cleaner to gather up the artificial snow & pine needles. This afternoon Mary helped me take the pieces of wall board out of the basement & put them in the garage. Also brought the two bicycles in from the garage & put them in the basement. About 5:00 I changed my clothes & drove down to the school to get some things to take to Boy-hampton to-morrow. In my way back stopped over to see Mr. Eaton. He had just gotten back from a school trip in the west. The drive was pretty icy so I couldn't land all the way in. Had my small viewer with me & the slides I took at Immac. Showed them to the Eatons. Also left my camera with the other half of an outdoor color film which belongs to Mr. Eaton. He let me have his camera with a half film of Black & White to finish up. To-night I assembled our two bicycles down in the basement. Boy! I was fortunate I decided to do that, for the tires had gotten wet in the garage & had soaked up on the paper inside. Both bikes & all the spare parts were practically drenched in water. They sure would have been a rusty

men by spring. Mary & I had to take the
cubes & garbage into to-night. Our regular
Sunday paper job. Took a bath before going
to bed at 11:50 also my regular Sunday paper
job.

1/18 MONDAY:

Got up at 6:20. Left the house
about 7:50. Was surprised to find every-
thing was a glare of ice and snow. I began
to wonder how I was going to make Bing-
hamton. As luck would have it as I slid
out & down the drive I ended up with
the car headed down the hill. I was almost
too scared to try getting down the hill as it
was a solid glare of ice. However by keeping one
wheel on the shoulder I was able to creep down OK.
Found it better going out on the highway & over in
Binghamton. Got at the station at 7:30 & found Dave
Laford & Frank Bolchel eating breakfast. Had breakfast
with them & then drove them over to the Bingham
Hotel. Boy! What a hole that turned out to be.
I was sure embarrassed when the boys showed us
up to the rooms. It so happened that they
weren't made up so we simply cancelled our
reservations & I drove the boys back to the

Arlington Hotel. Art & Dave & Frank settled in their room & then drove them back to the Y.M.C.A. I was sure surprised to learn that the J.I.T. Institute was to be conducted by Art Woodard. I hadn't seen him since he conducted a job instructor training session for me at Poughkeepsie. The people for the Institute were all there by 9:00 so we got off on time. Sam Morse asked me to say a few words which I did - telling the group a little about my experience with J.I.T. IBM was well represented at this Institute. The following men were there besides myself:

Dave Sanford - Poughkeepsie
 Frank Colchel - "
 Scott Carr - Rochester
 John Lenhart - "
 Frank Latham - Endicott
 John Dent - "

I was sorry I had made reservations for John Lenhart at the Bingham. I told him I didn't know the place & promptly made reservations for him at the Arlington. Had lunch with some of the boys at the Y.M.C.A. Art did a good job introducing the program to us this morning. I felt the

program got off for a good start. This afternoon we started with the demonstration. The session finished up about 5:30. I drove Dave & Frank over to the Belington & then drove home. After dinner to-night I drove down to the office. It was the first I had used my new office set-up in Room 102. Boy! It sure isn't going to be condensed to work, what with all the activity in that Room. Mac Almon & Jawn were there to-night. I decided to come home & do the work I had to do. Gave Mac a ride home - he hadn't been home for dinner yet & it was after 8:00. Mac gave me a job he had used as a J.I.T. demonstration. It was the assembly of a Card fed Knife Assembly. I sat down & made a breakdown of the job here at home & got it all lined up for my job to-morrow. To-bed about 11:00.

1/9 TUESDAY:

It was raining this morning so I took Barbara out in the car about 7:45. The ^{SCHOOL} bus had gone down the hill so I followed it down the hill & Barbara got in at the bottom of the hill. I drove down to the

office. Had quite a talk with Bob Edwards -
 he told me Barton had been looking for Robbie
 & was quite disturbed to learn he was in
 N.Y.C. I learned Barton wouldn't be in until
 late & that he was at the Homestead so I
 called to ask him about the boys fromough-
 keepie & Rochester attending the Customer Banquet
 Thursday night, he agreed it would be a good thing
 to have them attend & he wanted to meet them.
 Dwayne asked about Robbie & I told him I
 knew he had gone to N.Y.C. but that Bill did
 not give me a reason. In fact he didn't ask
 me about going. He simply told me he
 was going. Dwayne seemed utterly disgusted &
 I told him I was a bit embarrassed not
 being able to tell him but explained that
 he knew what the situation was with Robbie.
 What Dwayne is afraid of is that Robbie will
 go blowing off a Polographist or some of the
 printing houses in N.Y.C. about our lesson
 material & upset the apple cart on the whole
 thing. I hope Bill has sense enough not to
 do that. I learned this morning that he
 did take some things with him to take to
 Polographist, namely the material on the
 roster booklet. Dwayne was really mad

about the whole situation & said that if the world just had to fall in line, I hope he really takes some action this time & that he is able to straighten Bill out. Left about 10:15, drove over to the frozen food locker, got some meat - stopped home with it on my way to Binghamton. Got in on the I.T.T. session about 11:00 o'clock. Still putting on demonstrations to-day. The whole IBM contingent walked over on Court St. for lunch. Meeting called again at 1:15. About 2:00 I got a phone call from Clemens telling me that he had received a telegram from Mr. Watson's office requesting that he & myself be in N.Y.C. to-morrow to see Mr. Watson. I stayed for the balance of the I.T.T. session this afternoon. Explained to Mr. Woodard & Sam Morse that I wouldn't be able to complete the Institute since I had to be in N.Y.C. to-morrow. This is the 2nd. time I've been unable to complete an Institute. I guess I had better give up now. Brought John Dent back to the plant in Endicott at 6:30 & then drove on home. After dinner I drove down to the office, dropped Mary off at the Mitz's to play bridge - George rode

on down to the school with. Had a black-out at 8:50, just after we got in the school. Had the lights all out in the school except in room 202 & 203. I called Hazel who was here with the children to turn out the lights. Called her back after the blackout to have her turn the lights on again. She said that none of the neighbors here on the hill blacked out. At 9:30 I drove Geo. Wertz back to his house stopped in to get Mary. Stayed for some refreshments, Geo. sat up his projector & I showed the News film I just got from Jim Tutill. Hazel called about 10:30 & said something was wrong with the refrigerator so Mary & I rushed right home. It was a very cold & windy night. Found nothing wrong so I guess Hazel was just frightened. We really shouldn't stay out so long a late when she is here & then too the blackout to night sort of upset her.

1/20 WEDNESDAY:

Up & had breakfast early, drove over to the Arlington Hotel for Dave & Frank. Got there about 7:40 & found them just starting breakfast. Had planned to get

John Lohart too, but called his room & found he had over slept. Got Dave & Frank over to the ^{SBH} school in Endicott in time to sit in on our first foremen group meeting on the subject of Personnel Procedure. It was a good session & Dave was very favorably impressed with it. After leaving that session I took Dave & Frank over to the Bundy Bldg. where I introduced them to Mac Almon & we sat in on the Assembly ~~the~~ Training Class being conducted by John Dent. It was one of the 2nd two hour sessions in which the use & care of small tools is explained. Ray Jarvis brought John Lohart over later & he joined us. I really think the idea of a training program ~~as~~ such as Mac has set up for Assembly Workers is a good idea, but John Dent did a very poor job of instructing. Of course having so many visitors & being tired up yesterday & Monday. Mac & I slipped out of the session about 10:30 & took the boys over to see the new buildings - #41 & #46. Ended up in the job training center in bldg. #46 & had Mac spend over an hour going over the whole set-up with Dave, Frank & John. I wanted Dave especially to get the whole story

so he could benefit by it in his own operations at Poughkeepsie. Had a few minutes to take them thru Bldg. #46 before going to ~~the~~ lunch. Stopped by to see Bill Evans. Both Dave & Frank know him from his having been at Poughkeepsie. After having lunch at the cafeteria I drove down town. Left Frank at the Hotel Frederick as he wanted to study for the Institute this afternoon. John took a bus back to Binghamton. After doing some shopping Dave & I returned to the office. I had Dave spend all afternoon with Mac Almon & Bazzato to get the complete picture on our Job Training set-up. I had a busy afternoon trying to get things lined up for my trip to N.Y. tomorrow. However I wasn't quite sure what I would need. Spent some time with Dick Frederick getting an outline made up on safety to be covered by the women in their group meetings. ~~At~~ About 5:45 Dave & I left the office - drove down to the Hotel for Frank & then came on home. Mary had left the children up to see us. She had a swell steak dinner for Dave & Frank. After dinner I showed the boys the

slides I had taken at Christmas. Dave & I spent most of the evening by ourselves discussing training problems at Poughkeepsie. Dave was a bit disappointed he had to bring Frank along as he had tried to get three other fellows who would have been better. About 10:00 I packed my bag for my trip to N.Y. Called a cab about 10:30. Frank & Dave took the cab with me. Had the cab stop over to the dog cabin for Clem. Had to wait awhile for Clem. The two colored women he had ordered from the south got in on the bus this evening & he had been down to Endicott to get them. Got over to the station a little after 11:00. Clem & I had reservations on the Syracuse car so we had to wait until 11:50 to get on. We had a drawing room so we had nice accommodations. I had gotten a bad cold in my head so I didn't feel so very good.

1/21 THURSDAY:

Got off the train about 8:00, took the ferry to 23rd. St. & a cab from there to the Park Central Hotel. Clem wanted to

get a room for the day so he could take a shower & clean up a bit. Knowing this was his plan I hadn't should - so I wanted a place to shave. We were surprised to learn they didn't have a room available - had the room clerk at the Park Central call four other hotels in that neighborhood but they were all sold out too. Boy! Things sure are tight in N.Y.C. right now. Finally the room clerk called the assistant manager & he agreed to let us have a room to use for an hour & a half. I shaved & changed my shirt & tie.

After Clem & I got cleaned up we had breakfast there in the hotel - then walked over to 593 Madison Ave. Met Mr. Dixon on the 17th floor & when over the matter, we had been called down on, in a little private office which he uses when he is in N.Y.C. Found that Dwight had some information on the Science Service Organization & briefly they wanted ^{IBM} ~~me~~ to help them get out some lesson material. However - we all agreed it was money they wanted more than anything else. Clem & I had lunch in their cafeteria on the 21st floor. I believe it was the first I had eaten there. I saw Ed Atkinson

That - he had just gotten in from a trip west. About 2:30 Mr. Arton called Clem & I in Mr. Watson's anti office or conference room where we met Mr. Watson Davis who is the director of Science Service. He explained what his proposition was & expressed his desire that TSM cooperate with them in the development of two booklets to ~~the~~^{be} used by the High School in pre-induction training. One in fundamentals of machines & one in fundamentals of shop work. We talked for about a half hour when Mr. Watson came in & met Mr. Davis. Mr. Arton told him briefly what we had been discussing. Then Mr. Watson proceeded to tell what his ideas were on training & what a wonderful job we were doing in Endicott. He really never gave Mr. Davis a chance to tell his story. I had to answer Mr. Watson's phone for him several times during the conference. Some of the conversation he had was really amusing. One fellow apparently tried to get \$300.00 out of him for some advertising stunt. I sure got a kick out of seeing just how Mr. Watson operates. After he had talked himself out he asked

give frankly how much it was going to
 cost him, & Mr. Davis asked whether he
 wanted to handle one book or both books.
 Both books he explained would cost about
 \$30,000. Mr. Watson said he would answer
 that question by telling us a story. He said
 a fellow tried to sell his mother-in-law
 & asked how much he was offered - before
 anyone had a chance to reply he said
 sold. With that Mr. Watson returned to his
 office telling Mr. Eaton to go ahead & work the
 details out with Mr. Davis. Clem & I spent some
 time with him & I got some more information,
 also made arrangements for him to come to
 Endicott on Monday to get the thing all lined
 up. I had to wait about two hours for
 Clem as he had some business with Mr.
 Stevens & Borden Packard. I had a chance
 to talk with Mr. Eaton & Mr. Peterson outside
 of Mr. Watson's office. They were both waiting
 to see him. Finally left 590 about 6:30 -
 met Les Lunny on the way out & had a
 nice chat with him. Clem & I walked back
 to the Hotel. Decided to leave our baggage
 there & walked down town away for dinner.
 Went the wrong direction for Broadway &

finally, took a bus back. Stayed in a small restaurant for dinner. After dinner Clem & I stayed in Baker St. Ave. Store & Clem bought a hat. Then we walked over to the theater ^{on 42nd St.} to see Paul Muni in "The Conqueror at Law". It was a swell play - one of the best I think I have ever seen. When the show let out ~~off~~ we grabbed a cab went back to the Park Central, picked up our bags & took the same cab to 23rd. 10 ferry. When we got over to Hoboken we found Arton had already turned in. He & Clem had a bedroom - I took a lower berth which was the only other reservation I could get when we got there.

1/22 FRIDAY:

Our train got in Binghamton over an hour & a half late this morning. I learned from the porter that a drawhead had pulled out ~~some~~ of one of the coaches somewhere in the Pecos holding us up nearly 2 hours. Actually I never knew it happened I must have really slept well, for Arton & Clem said it rolled the over when the air brakes locked, but of course in their bedroom they slept across the coach.

Saw Homer Bookstaver on the train - he was
 getting back from Gary Gyroscopic Co. It was
 about 9:00 when we got off the train. Duane,
 Clem & I shared a cab with a couple going
 over to Johnson City. I got home about 9:20.
 Martha was here cleaning & ironing. Mary got
 me some breakfast, I shaved & went down to
 the office about 10:00. Sat in on part of a
 premen group meeting at 10:30. Clem brought
 Russ McSpaul in the office to see me - I had
 met him before. He is interested in our lesson
 material as he is doing some special work at
 Harvard. Had lunch at the Cafeteria with
 Robbie, told him a little about the trip to
 N.Y.C. After lunch I drove down town to
 do some shopping - then drove over to Bing-
 hamton - stopped around to the Toy store &
 got a set of wooden letters for Barbara, then
 went to the Y.M.C.A. & sat in on the
 closing session of the J.I.T. Institute. At
 their recess I had a chat with Ted Woodard
 to find out how the IBM fellows were coming
 along & I was quite disappointed. In the
 first place he said he could not certify
 Frank Bichel, that he was the leader one
 of the group. Also John Dent & Frank Latham

were border cases, in other words they would
 be given a conditional certification & not allowed
 to put on a training season except with close
 supervision & help. I had quite a session with
 Art but I didn't try to influence his decision
 in any way. He also said Dave seemed re-
 luctant to accept the J.I.T. Manual & was
 therefore giving him a low rating, but would certify
 him. Before I left I called Dave out &
 had a talk with him about the whole situa-
 tion. We agreed that management was as much
 at fault as we were for they had turned down
 our first 3 choices. Frank was really our 4th
 choice. Also gave Dave a little talk about
 his attitude toward J.I.T. He assured me
 that he was 100% for it - but I told him he
 had not proven it to Art. I had to leave
 at 4:30 & hurry back to the plants. At
 5:00 Orlan, Robert & I went over to the fac-
 tory to Mr. Johnston's Office. Orlan had arranged
 to meet with Jimmy, Bill Lewis, Arthur, McChesney
 & Lenox on the matter of getting a man to help
 Bill & I on the new booklets we have to get
 out for the Army. Boy! I will say Orlan is
 a master when it comes to handling such
 a situation. He had all the boys feeling

happy & that this was one of the most
 important projects in IBM. They all seemed
 most cooperative. After a little discussion
 on Ed Barber whom Robbie & I recommended
 Sam Lenz suggested Frank Le Baron &
 I agreed he would be a good man. Robbie
 agreed so I arranged to see him with Sam
 tomorrow morning. Si Wellman also offered
 to let Paul Hansen & Ed Barber help me
 evenings if necessary. Robbie spoke up
 condemning this arrangement & then had to
 quit him in his place. He sure did squelch
 Bill, it seems to him a blighted attitude.
 It was a short meeting - all over by about
 5:30. Clem & Pearl rode home with me
 to-night. Laurie had run out of gas &
 was at our house. I left Pearl & then drove
 Clem down to the gas station. Laurie &
 Clem are just moving into their new
 home this week. After dinner I drove back to
 the office to ~~the~~ set in on the 2nd shift
 premen meeting. Stopped over to Dept. 98 to
 see John Schmitt & leave some papers
 for him to grade. Came home about 9:00.
 Dave called soon after I got home - had
 a long talk with him on the whole

Training set-up & told him I would be in P.A. sometime next week to help him. I'm afraid we have some problems on our hands down there.

1/23 SATURDAY:

Clem came over to the house at 8:00 & rode down to the office with me. Had a busy morning. Went over to see Sam Lerch at 9:00 & we talked to Frank Le Baron about transferring to the school to help on the lesson material we will be preparing for the U.S. Army pre-induction training. Went over the whole story with Frank & he seemed interested to work with Bill on the lesson material. Had expected my ^{new} secretary to report to work this morning but she didn't show up. Spent quite awhile with Bob Edwards & Gobbie on a revision of our office space to take care of the expansion we are planning. Finally talked with Van Borden & arranged with him to take over room 105 which is his classroom on the first floor. This will be a big help as it will mean that the people we now have working

in the basement can be brought up stairs. Bob & I had quite a time with Bill getting him to agree to have Mary Johnson taken out of his office. I am wanted his secretary left there & since he had let us have Room 105 we just couldn't ask him to change Work Glove around again. And since Bill wanted Frank Le Baron in his office he had to finally agree to have Mary moved out. Bill was no little disturbed about it, but I'm thinking it will be a lot better for him & Mary too. It was getting to the point where I had to do something. Clem wanted to ride home for lunch - had to wait until about 1:00 before he could leave. Pearl came home with us too. Both Clem & I stopped over to the locker for some meat before coming home. I called Ben Hansen & ordered another quarter of beef 36¢. Clem has 3 lockers full of frozen food so I guess I can afford two & the way food is being rationed I think it should prove to be a good investment. Got home about 1:45. Drove Clem & Pearl in to their home first. Lois was here waiting for them. After lunch

I laid down & read The Life Magazine. Mary drove over to Binghamton to do some shopping this afternoon & I watched the children. He also stayed at the End - well Ray ~~Adge~~ & bought a rug for the sun-parlor. Laid a little this afternoon. Wrote a letter to Gene Mac Hise this evening & did some more reading. Asked Mac to send me some tape to bind my slides. Took a bath & went to bed about 11:00.

1/24 SUNDAY:

Got up about 9:00 - a lovely day - much warmer. Found a letter in my brief case that Charlie Mitchell had sent me on Dec. 18 with a Lafayette Radio Book. I had overlooked it as a form letter ~~to~~ from the radio co. Boy! I was sure surprised when I noticed it was from Charlie. He had ^{sent some} notes in the catalogue which he suggested to be used in building my double horn table. I proceeded to answer his letter giving him all the details on the matter. This afternoon I sorted over some things Mary had brought down out of the attic & placed in my study. It was a

So I gave looking over the old letters etc. This evening I did some work I had brought home from the office. Mary & I took the ad out & turned in about 11:00.

1/25 MONDAY:

Drove down town at 8:00 - went to the post office & then returned to the office. Got a call from Mr. Watson Davis just ^{as} I got ~~into~~ ⁱⁿ the office. He was on the Homestead & was all set to take a bus down to the school. My new secretary, ~~so~~ reported to work this morning - Miss Shurtleford - Had a little chat with her getting her started on the new job. Explained that all the girls about the school were called by their first names & although that I didn't exactly approve of it I thought we should operate the same way. She said her nickname was Joe & that she would prefer being called that. - Dictated a couple of letters to have her start on. Mr. Davis appeared on the scene about 9:00. Called Frank L. Bacon over from the plant & spent a couple of hours with Robbie, Frank & Mr. Davis

going over the material he had brought with him from Washington. Found that he had most of the material on "Fundamentals of Shopwork" nearly finished. The other book "Fundamentals of Machines" is not really started yet. Frank seems quite interested in helping Bill on preparing this material so I believe the job is going to work out very well. At 11:00 I took Mr. Davis on a tour of the plant - showed him the new machine shop - both bldgs. ~~41 & 42~~. Explained our set-up on job training. Stopped in Mr. Lewis' office for a few minutes - also stopped in Mr. Johnston's office & arranged with him to have dinner with us at the Homestead tonight. - I called Dave Bidley this morning & arranged with him to have a supervisors meeting at 5:00. At 12:30 I took Mr. Davis to the cafeteria for lunch. At ~~1~~ 1:45 I took him over to the lab. to meet Mr. McDowell. I learned that Mr. Davis knew Dr.

for whom we are building a specially constructed calculating machine to be used at Harvard University. He had asked Mr. Davis to take a look at it if possible. Mr. McDowell called Mr. Lake in who was

responsible for building it. Mr. Lake took us in his department & gave us a demonstration which was very interesting. It was in some place I forgot. At 3:00 I brought Mr. Davis back to the school & we had another session with Bill & Frank on the lesson material. They had a lot of questions to ask - in fact Mr. Davis called Washington to get the answer to some of them. About 5:00 I drove Mr. Davis up to the I.B.M. Country Club & showed him all thru the place. I was certainly surprised to find it absolutely deserted - it has been closed down since the ban was placed on pleasure driving. It looked so different with no people around. I drove Mr. Davis up to the Homestead & then came on home to see the folks. About 6:30 I stopped over to get Clem to take him up to the Homestead & found he had already gone. Had my first look at Clem's new home - it looked very nice. Had quite a dinner party for Mr. Davis at the Homestead this evening. Jimmy Johnston brought Dave Bell up with him, Bill Robison came up & Clem had Major Schick who is at the

^{school} conducting a class, join in. Also a friend
 Anderson who is in one of the Customer Admin.
 school also joined in. Had a well chicken
 dinner & Dave had a well time bidding
 me adieu taking the bill. Also he & Jimmy
 had some fun over 2nd dessert. After dinner
 Jimmy & Mr. Davis got engaged in a
 conversation so Bill & I had a little
 conference of our own. Bill gave me a
 short review of the Supervision meeting he
 had conducted from 5:00 to 6:30. One
 thing led to another & he proceeded to
 tell me that he had called Peg in
 Florida last night - said she wasn't
 coming back. However Bill wouldn't tell
 me why - he seems to prefer to keep the
 whole matter shrouded in a veil of mystery.
 I found my first reaction is that his
 secretary Mary is probably responsible.
 Bill told me he is giving up his home & is
 moving into the Hotel Frederick. I told Bill
 he would have to produce some reason for
 this action or let people formulate their
 own reason which would probably be much
 more unpleasant for him & perhaps even
 unfair. I was really very surprised to

saw Bill apologize & fling off the handle
 with Bob Edwards & ^{on Sunday} yesterday when we were
 trying to have Mary moved out of his office.
 I told Bill I had been doing everything in
 my power to keep things straight & that
 I intended to continue to do so as long
 as I had anything to say about our
 school set-up. Bill is very much dissatis-
 fied with having not been made supervisor -
 he is still acting superior & I'm afraid
 with some of Bill's actions I have little
 chance or desire to make him supervisor
 at the present time. I will say he is doing
 a good job & now with Frank & E. Barron who
 has a good shop & manufacturing back-
 ground I believe the two of them make a
 perfect combination to do a swell job on
 our lesson material. After Bill left I joined
 Mr. Darr & Mr. Johnston who were discussing
 conditions in Europe - they had both been in
 Europe & it was very interesting to listen to them.
 About 10:30 I drove Mr. Darr over to the
 station & then came on home - had a
 long talk with Mary & turned in about
 11:30. It was a very interesting day.

1/26 TUESDAY:

Drove down to the office about 8:30. They were moving the office around - today was my first day in Room 105. Joe is still very weak in her shorthand & typing. Boy, she has a long way to go to become a good secretary. About 10:00 o'clock I had a call from Dr. Watts' Office & was surprised to learn that I had an appointment for 10:00 this morning. I rushed right over & ~~stayed~~ Ellen put in one filling & started to clean my teeth. About 11:00 stopped over & got my hair cut on my way back to the plant. This afternoon I stopped over to see Danne Bibby about going to Poughkeepsie & he said it was OK, so I am planning on going Thursday. Took a walk thru the plant this afternoon. Spent some time with Mac Almon in the training center - I'm a bit disturbed about the cost of job training, it's running much too high. Mac tells me that for the past 9 months it has amounted to over \$750,000. I stopped over to see Mr. Johnston about it & arranged with him for a meeting with he & Mr. Lewis in

The morning at 8:15. Spoke to Mac about going over with me in the morning. Clem & Carol came home with me at 5:30. To-night after supper I set up my outfit to develop 2 films. I did it in the bath room - it was the first photographic work I had done in the new home. It worked out O.K. - I had the radio in the bathroom for company. At 10:00 there was a special news program on the radio telling all about President Roosevelt being in North Africa with Prime Minister Churchill laying plans for the War in 1943. It was a 3/4 hr. program & it seems that the meeting was kept a complete secret. —

1/27 WEDNESDAY:

Clem came over this morning at 7:45 & rode down to the office with me. Went over to see Jimmy Johnston & Bill Levin at 8:15. Mac stopped over to & we had quite a session on job training. Jimmy says it is up to Mac & I to see that the cars are kept down & seemed quite disturbed about it being so high. Wants us to follow the thing thru with Bill Dolph & make sure

that the costs are properly allocated to the various projects that are in process in the plant. We also aired the matter of movies & I told them Arton had taken up the matter with H. G. but hadn't, to my knowledge, gotten any decision as yet. Got back to the school in time to sit in on part of the foremen group meeting which started at 8:30. At 10:30 I sat in on the second foremen meeting. The topic this week is personnel procedure. This is the second week on that outline. I came out of the meeting at 11:30 & returned to my office to see MacClay & Shirley Evans who stopped in to see me & to offer any help they could in our foremen training program. Bill stopped in & we talked until about 12:30. This afternoon MacAlmon & I discussed the matter of job training costs with Bill Dole, he showed us a breakdown by individuals of the job training cost for one week. He also told us that job training to date had cost about a half million. This averages a little over 250.00 per man considering we have had to train about 2450 employees

in the various machine shop departments over the past 3 months. Learned that the job training costs are about in proportion to the amount of material I ^{could} ~~have~~ ^{used} on each piece & Bill convinced me this was the best way to handle it. Mac had asked that I give him a share to work with the piece & to get the costs down & don't want me to go any further with the system now. I expect to keep a check on the job training costs from now on. About 3:00 I drove my car down to the Beach garage & had the oil filter taken out. Eddie told me that Beach was calling in all the 4 & 6's cars & removing the oil filter. They claim that every time the filter is become clogged & causes damage to the motor may result. I rode the car on over to Ben Hansen to get it washed but was too late - stopped over to Howard Becker & he couldn't do it - stopped at three other places & finally ended up at the Main St. Garage where I had it washed. Walked back to the Office. At 4:45 there was a general Foremen & Supervisors Meeting. Jack gave a rather

genuine talk on several personal matters,
 such as releasing people. He stressed human
 relations in friendship. He noted Barton had
 a few words to say - highly condemned
 organized ship associations & I agree with
 him on that. Meeting ended at 6:15.
 Glen & Pearl walked up to the Main
 the Garage with me to get the car. They
 had done a longish work job. I took Glen
 & Pearl home - stopped at my home to get
 my briefcase & Linn's Badge - then walked
 back to the Hotel for the Linn Meeting.
 Was a bit late but I arrived before
 Charles Kirk who was the guest speaker.
 Charles gave a very good talk on Human
 Relations in Industry. He gave just
 enough humor in his talks to make them
 very interesting. I learned to-night that
 Kirk had been made a director of the
 IBM which is a nice promotion for him.
 After the meeting I rushed back to the
 office - got back in time to find
 that Robbie had gotten back ahead of
 me & that he had met Mary his
 secretary. I was intensely interested to
 learn they had gone out to gether. I

really think Bill is a damn fool. If he keeps that up I'm afraid it will mean his job. I called Bob Collett & arranged to meet him at the plant at 7.30 in the morning to head for Poughkeepsie. Left some work on my suitcase desk & went home about 9.50. Had a very short evening at home as I turned in early. Mary had a lot of news to tell me about all that happened to-day. Wayne Emerson & Ed Atkinson men cleaned up some of the mess inside the house.

1/28 Thursday:

Got up at 6:30. Was down at the plant at 7:30 to get the things which were to go along to Poughkeepsie. Bob Collett met me at the Main Entrance. Everything was ready so we didn't have to wait. Bob had a quite heavy load to go to Alan's place. Drove over to Bob's home & got him by - then left for Poughkeepsie. The road was fairly good until we hit Liberty - then it started to snow & the further the snow

by the time we reached Newburgh it was
 4 or 5 miles deep. Stopped there at Cye's
 Dinner for lunch. Got in at the
 Nelson House about 11:30. After check-
 ing in I drove Bob out to Hank's plant
 & kept him & his gauge. I ^{was} surprised to
 learn from Bob that I B. H. in taking the
 whole printing punch job away from
 Henry Hart. - Drove on down to Plant
 #4 & unloaded my cargo. It kept right
 on moving & at 4:00 a red man getting
 unloaded. Also delivered two small gauges
 to Bill Main. He promised to see Dave
 & I to-morrow morning on training. Had
 a nice chat with Ralph & spent the
 most of the afternoon with Dave Sanford
 getting a list of things lined up to go
 over with Jim & Main to-morrow. Jim
 came along & called me over to the
 catarena to talk awhile. He gave me
 a pretty good picture of what the present
 situation is at Plant #4. ~~in~~ ⁱⁿ right now. I
 understand that there has been some
 changes made in the quantities the govern-
 ment wants of the new type of gun so
 the whole picture may change some -

what. He promised to see Dave & I to-morrow
 morning at 9:00 o'clock. Ralph invited
 me out to his home for dinner so I
 called Archie Salford & had him stop
 over with some flowers. Ralph & I left
 the place about 6:15. By this time the
 snow was nearly 9" deep & drifted some
 in spots. Had some trouble in getting
 out of the parking lot. Drove on down
 town on the side street seemed im-
 possible. Ralph advised having my chains
 put on so I tried to get into Lippings
 garage & get fast. Had a devil of a job
 getting out, but finally made it. After
 the chains were on we got on over to
 Ralph's home O.K. Boy! There sure is
 a lot of snow on the ground. Della had
 a nice supper on much - but Mrs. Brown
 had made some imitation coffee out of some
 kind of toaster cereal that was terrible.
 I had all I could do to drink one cup
 of it. Della hasn't been able to get enough
 coffee. After dinner Ralph & I shoveled
 the dirt out back of the home so he
 could get his car in the garage under
 his house. Then we went to work

on mine. Even with chain on I couldn't
 back out!! So I did. After shoveling some
 & by my standing on the rear bumper
 with Ralph on the wheel we were able
 to get it out on the street. There seems
 to be something wrong with the motor for
 it don't have any power. But some-
 times after I first start it the motor
 stops to beat the duck. I noticed it
 first when I left ~~the~~ yesterday this
 afternoon. I thought that was had gotten
 in on the motor for it seemed to clear up
 after the motor got warm again. Once I
 got the car out on the street I drove on
 over to the Nelson House. Couldn't get in
 the garage the front way so I drove around
 & came on the back way. It seem to
 be better up a little so I kept the
 engine ~~the~~ the stove in over. I called Charlie
 Mitchell to-night & find that he has
 ordered the parts for my double two table.
 Walked over to the drug store & got some
 medicine for my cold before retiring. I
 still have a bad cold in my head &
 to night I had a sore throat.

1/29 FRIDAY:

Got up at 7:00. Called Dave and before going down to breakfast arranged to go down to the plant with him. Had chains on my car & didn't want to drive on the highway as they had the snow pretty well cleaned off. Dave met me about 8:15. I met Dave Jones of our plant engineer's office at breakfast, he is down from Endicott doing some work. It was a beautiful day, what with the sun on all the snow. They must have had about 12" of snow on the level. It was the greatest snow fall since the storm of Feb. 1934 for Poughkeepsie. At 9:00 Dave & I had our meeting with Bill Main & Jim in Mr. Pine's office. Lou Fay happened to sit in on the meeting too. We had about an hour & a half conference on training & really got a lot accomplished. Main & Pine agreed they wanted a Foreman Training program started similar to the one we had at Endicott. They also gave me a go ahead on the Job Training program so I really got some work

lined up the Draft. Bill likes the idea
 of a Job Training Extension planning to
 have one set up in the 2nd floor of
 the office building. After our session in
 the office I called the T. W. T. office in
 N. H. & arranged to have them send up
 a T. W. T. Trainer to put on an Appreciation
 session for those who have had T. W. T. &
 also to conduct the 10 hr. T. W. T. course
 for at least 3 more groups of Job structure-
 ters. I talked with Mr. P. C. Collins & secured
 my consideration by a letter this afternoon.
 Had lunch in the cafeteria with Dave, Walter,
 Dave Luedrich Jr. who got in from Endicott to-
 day, and Henry Fleckler. After lunch I took
 a walk thru the machine floor with Bill Main.
 He showed me some amazing things - one the
 use of a carbide milling cutting on milling
 the receiver body on the Browning Automatic.
 It sure looked funny to see sparks flying
 off a milling cutter. It runs at a high
 speed & produces a nice finish. It appeared
 to me that Bill is doing a swell job
 on this new gun. About 2:00 Dave
 drove me up town. I got my car out
 of the Nelson Home Garage & drove it over

To the Buick Garage. I told him how
 rough the motor had been working & he
 advised me to have the rear carburetor
 hooked on entirely & use only the one.
 The service supervisor there showed me the
 button which had been issued by Buick
 to that effect. I had quite an argument
 with him but he convinced me it was
 the right thing to do. He had already
 done it to 15 cars. The real reason for
 it is that the rear ~~all~~ carburetor is
 really used only for high speed driving &
 the day you can't drive fast anyway so
 why use it. After leaving the car I
 walked over to Mitchell's Furniture store to
 see Charlie but he was out. Talked awhile
 to Mr. Simpson, the || Charlie's salesman, ~~but~~
 found he had been down to the plant
 & was interested in getting a job. Dave
 had to take Dave to the doctor so I
 had to wait quite awhile for him. As I
 was afraid I wouldn't get back to the
 garage by 6:00 I had Dave drive me over
 & I paid for the job & left instructions
 for them to take it to the Nelson Home
 Garage. Dave & I stopped at the club

room down town. There was a Modern
 Stage Practice class in session. This week
 in between terms so there is no regular
 program in progress this week. The new
 term starts next week. Dave showed me the
 schedule & it is in way down. There will
 be about 8 new classes starting next term.
 Dave & I got back to the place about 8:30.
 Spent the rest of the afternoon getting the
 groups lined up for the Job Training Program.
 Left the place about 10:15 & drove back
 to the Hotel. Met Bob Collette & he went
 with us down to Lullwater for a sea food
 dinner. It was very good. Dave was
 afraid my ^{license} number would be turned in for
 pleasure driving. We didn't think about the
 ban on pleasure driving until we parked
 the car. Dave left Bob & I at the Hotel
 & he went on home. I bought some Valentine's
 candy for Mary & the kids & took it to my
 room. Then I went over to the Y.M.C.A. to
 see a Basketball game with the boys. Bob
 had gone on over - Ed Davier, Dick Frederick,
 & Dave Jones were all there. It was the
 first basketball game I had seen in years &
 I really enjoyed it. After the game I

stopped in the drug store for a minute. After the boys on my way in the Hotel & paid them for a drink in the bar room downstairs before retiring to my room. Had quite a show from my hotel window. They are clearing the snow from the street below with an especial snow loading elevator & I watched them for about a half hour. Turned in at 12:15.

1/30 SATURDAY:

Got up at 7:15 & was very disappointed to find it was snowing again. As soon as I could dress & have breakfast I left for Enidville. It sure looked discouraging white with over 2' of snow fall & it snowing again this morning. I had the chain taken off the car last evening & it was well I did for the highways were open & cleared except for the little snow that had fallen this morning. Stopped in Huntington & had the car filled with gas. It snowed most all the time between the dining room and until I got up in the mountain between Liberty & Hancock there I

came my car into being able to get by
 a couple of trailer trucks that were stuck
 on the hills. Stayed at Hancock for a
 vacation - got home about 1:30. They
 had a lot of snow here in Endicott but
 not quite so much as they had at Pough-
 keepse. Was glad to see Mary & the
 children. Mary ~~had~~ ^{had} lunch in school lunch
 & I called Bill Johnson & arranged to
 see him at the office. Drove home after
 lunch & had quite a chat with Bill
 on the lesson material we are preparing for
 Science Series. - Then ~~when~~ ^{as} I heard
 Mr. Watson Davis on the ^{we} radio driving up
 from Poughkeepsie. He has a weekly program
 called "What's New in Science". It was
 quite interesting. Suddenly my car radio
 was a lot of company on that morning
 drive over the mountains from Poughkeepsie.
 Saw Mr. Peterson for a few minutes at the
 school. Left the school about 5:00 &
 went down town to do some shopping.
 After dinner this evening Mary & I worked
 on getting my study guide to rights.
 My desk had arrived while I was at
 Poughkeepsie. It is just what I

wanted to sit back with in my study. We put up pictures etc. & got the place looking like something at last. We would like to have celebration the President's Birthday by attending one of his birthday balls but with the ban on pleasure driving that was impossible. Then too I still have a terrible head cold. It seems I just can't shake it. To-bed about 11:30.

1/31 SUNDAY:

Didn't get up until about 9:15. Felt pretty bad this morning. The people next door brought us up a Sunday paper so I spent most of the morning reading. After dinner I spent some more time in my study putting things in my desk. I sure do like my new set-up & I'm sure I will be spending most of my time in it from now on. About 3:50 I took some pictures of Mary Lou while she slept. Used one of the closet closets ~~it~~ as a dark room to load a cartridge with film. After Mary Lou got up Mary & I took her & Schultz out for a walk. Babs was over at Remmon so we walked over there &

got her. I took some pictures of the kids. Cassie's kids were out playing in the snow too. Shovelled out the drive when I came back. Mary & I also took the ashes out to the road. I broke one of the ice pieces on my glasses this morning so that has been giving me trouble all day. Dewey & Orton stopped in about 5:30 I let him take my projector to look at the color film I had taken over at his house. He wanted us to stop over but he had said Miss Orton wasn't feeling well so we decided not to go over. Spent the evening here in my study putting some books in my bookcase & getting my desk arranged. My cold has ~~the~~ me about down so I doctored up & turned in about 10:30.

FEBRUARY

2/1 MONDAY:

Drove down to the office at 8:00. Spent some time with Bill Robison & Frank LeBaron on the lesson material we are preparing for Science Service. Our problems in connection with it seem to multiply & I'm not at all satisfied with the progress we are making on it. At 9:30 I drove down town & got my glasses repaired. When I got back I had a note to see Arch. Went over & had to wait awhile - Mr. Arton happened by & since Bibby was out I his office Duwayne & I went in there to talk over several matters. I brought him up to date on the Robison case & he approved the steps I had taken ~~thus~~ thus far, namely the new office arrangements etc. Found that Arch wanted to know what had been done on taking movies. I told him that we hadn't even started & explained I had discussed the matter with Mr. Arton & that he had taken it up in New York City. at 5:00 but I didn't

know what he had found. Charlie
 asked me to talk it over with Orton
 and to report to him just what
 the whole situation is at present.
 Had lunch at the cafeteria. - Forgot,
 I had to see Dwight Robinson this
 morning about the deferment on Frank
 E. Baron. I believe everything will go
 through OK. Prepared a report for Mr.
 Orton on my trip to Poughkeepsie to-day.
 Mr. Orton had a meeting of our School
 Faculty at 4:30. It was sort of an
 organization meeting - he plans to have
 the group to-gether at least once
 every 2 weeks. I think it is a good idea.
 I brought Clem & Geo. Wily home with
 me at 6:00. This evening I spliced
 some movie film & projected some of my
 old films that I had never gotten around
 to putting to-gether. Also did some work
 on the report for Mr. Kirk on the movie
 situation at I.B.M. There really isn't much
 to report as we have not gone very
 far on getting set up to produce movie
 films.

$\frac{2}{2}$ TUESDAY:

The GROUND HOG sure saw his shadow to-day for it was a beautiful clear day. Therefore I suppose we shall have 6 more weeks of cold weather. Clem stopped over at 8:50 & rode down to the office with me. I still have a bad cold & my throat was terribly sore this morning. At about 9:45 I drove down town for a dental appointment at Blue Bath. Bill Robison rode over town with me as he had an errand. I was in the dentist's chair for one hour & 25 minutes. Blue filled two cavities & cleaned all my teeth. Warned me against eating any solid foods for lunch. It was about 11:30 when I left his office so I drove on out home for lunch. Mary fixed me some soup & had ice cream for dessert. Saw Bill off to school at 12:50 & left about 12:55 for the office. The telephone men put the wire in the office for my phone to-day but they have no desk & phones available so I still have to wait until one is made available. - Forgot I called

Duncie Bailey & Bill join this morning
 & arranged for an appreciation session of
 J. M. T. to be given to members of man-
 agement & supervision next Wednesday
 Feb. 10th. Both Duncie & Bill agreed
 it was O.K. so I called Sam Morse in
 Banghamton & gave him the go ahead
 on it. Talked with Mac about attend-
 ing the J. M. T. Institute to be held in
 Banghamton next week. Have arranged to
 have him attend. — Saw Mr. Linton
 this afternoon & went over the report I
 sent to Kirk on our movie activity,
 or inactivity. I should say for we haven't
 done much if anything as yet. Linton
 asked me some questions which he ex-
 plained were necessary to fill out the form
 required by the government in order to
 get the final approval on my increase in
 pay. I hope now it will at last go
 through — Boy! It sure has been held
 up plenty. The same thing is true with
 Robbie, Jarrow & the others that we are try-
 ing to get increases on. More damn red
 tape. Linton also brought up the subject
 of Robbie & his domestic problem again.

I was a bit surprised to find that Oster takes the stand that he doesn't blame Robbie. He stated that as long as his actions do not in any way affect his job or anyone else in the organization the matter should be left very much unmolested. He quizzed me as to whether it was having any effect on the work on the dept. & I told him I hadn't noticed it. Since getting Mary out of Robbie's office I believe the matter is much improved & I'm hoping after my talks with Robbie he will discontinue taking Mary home from work & bringing her to work with him in the morning. - Clem rode home with me at 5.00. After dinner this evening I projected the color film Dwayne gave me to-day. I had taken half of it of Mary & the kids playing on the hill back of York. I spent most of the evening splicing film. Tried to get Dave Bilby on the phone to invite him to dinner Fri. night as his wife & family are in Lape, but I couldn't get him.

Took some pictures this evening of the
 kids & the dog, finished up the film
 I had in my camera. Will have a
 terrible head ache to-morrow. To bed 11:30.

2/3 WEDNESDAY:

Many wanted the car to go to
 Binghamton to-day so I walked down
 to Watson Blvd. to get the bus this
 morning. Don MacQueen came along & gave
 me a ride down to the plant. He also pick-
 ed up Clem. I sat in on the foreman
 group meeting at 8:30 - to see the
 beginning of the 3rd. week in Personnel
 Procedures. Dwight Robinson was leader &
 Mr. Barton attended the meeting. After the
 meeting I went over to the First Aid room
 & got some medicine for my cold. Stopped
 over to see Bill Lewis about the meeting
 for next Wednesday. Tom Lewis is getting
 a list of the suggestions that Bill wants
 to see the demonstration of Job Methods Training.
 At 10:30 I sat in another foreman group
 meeting, Phil of the Personnel
 Dept. was the chairman. They put my
 phone in this morning so I now have

a phone again (No. 582). Had lunch
 at the cafeteria. - Later, I learned from
 Dick Fredrick to the morning that he
 was planning to go to Washington the next
 night. He wanted me to go along so I
 spoke to Linton & he advised me to go ahead.
 I have been waiting to get a picture of
 the set-up at Washington for sometime &
 since Dick's safety training is now a
 part of my ^{basic} factory training program, Linton
 thought it was very fitting that I should
 go with Dick. Had reservations made
 thru Fore Thorne. Wrote Watson Davis
 in Washington advising him I would be
 with me to Washington Friday with all the
 material we had completed in the book-
 fundamentals & shop work. Went over to
 see Dave Bibby this afternoon to get
 his opinion on terminating the preman
 meetings after next week. I had called Bill
 Golph about having a session on his coast
 accounting set-up but he advised me it
 was about to be altered considerably &
 that it would be best to wait for perhaps
 two months. Bibby suggested that
 we continue giving the preman some

information on how to handle personnel problems - such as how to give a raise, how to discharge a person & how to refuse a raise when it isn't merited. Had quite a talk with Mac & Bill about it when I got back to the school. Mac thinks it would be a good idea to present some cases on these problems & let the breemen discuss them. At 6:20 Bill drove me over to the Hotel to the Lions Club Meeting. We all had to take a look for the Victory Book Drive. Took "The Reform is Down". Had some snappy interviews which were fairly good. I am placed on one of the Night Savings Committee, the Lions are making their annual drive for the Night Savings Fund the week of Feb. 21. I called Mary after the meeting & she drove down for me. Read the paper & listened to the radio for a little while & turned in at 11:50.

2/4 THURSDAY:

Got up about 8:30 and felt so bad I decided not to go to the office. Had a terrific throat - could hardly

Talk. Called Bill & checked on his sitting in on the foreman meetings this morning. Told him I would probably be in later in the morning. It had rained & frozen during the night - the roads were one glare of ice - saw the milk man try to get in on drive - he got crossways the road & actually slid sideways about 25' down the hill. It sure looked funny. He had came on so he finally got straighten out & was able to get up the hill. After breakfast I laid down on the sofa & slept until noon. felt better at lunch time so after lunch I drove down town - got some medicine & then went to the office. Got things lined up to take to Washington with me to night. At 6:00 I drove home - changed my clothes, packed my bag & at 6:45 drove Mary up to the Homestead to the custom-graduation. Mary wore her black suit I gave her for Xmas. It was the first time he had worn it. He got a new hat to-day to wear with it. He sure looked swell. Bob Edwards told me to-day that they have orders from Dick to cut down on

The number attending these banquets so it may be the last one we shall attend for quite some time. There were two classes as well as a group of Custom Engineers who are graduating so it was quite a large group. I had to leave before it was over - got a cab about 9:10 for the Erie Station at Endicott. Stopped by the school & picked up the material to go over with Watson Davis in Washington to-morrow. Bill had the first 3 lessons completed. Dick Frederick Sr. was at the station waiting. Our train was due at 9:38 & we had to wait until 10:20. It got us in Elmira about 11:20. Our train to Washington was there so we got right on. I had supper 5 & since it was bed time I turned in right away. The train didn't pull out of the station until I was just pulling the covers over me.

2/5 FRIDAY:

Up at 7:00 and found Dick in the mess room all dressed & having a smoke. He had gotten up at 6:00. Found the train was over 40 minutes late

so I had plenty of time. Since the train was late - after I got dressed Dick & I walked down to the dining car & had Breakfast. Train was late in Washington at 7:40 & didn't get in until about 8:45. There was a big crowd at the Grand Union Station - and more train cars than I believe I have ever seen in one place before. Dick & I took a cab over to the Hotel Monopole where we had reservations. Cleaned up a bit and called to inquire about where Dr. Eaton is staying to-night. I called the Home of Rep. - Congressman Jennings Randolph's office. His secretary told me she ~~did~~ believed it was at the Smithsonian University & referred me to Dr. Bell who is president of the University. I called his office & learned it was at the Y.M.C.A. Dick wanted to get his hair cut so I had to wait while for him in the lobby. Pete Patch happened by & noticed me so I had a chat with him. He is down from Endicott on the hard job - repairing the machines & keeping them in order. Dick & I took a cab out to the plant - got there

about 12:20. Mr. Watson Davis had a message then to go to the library. I called him & he asked me to have lunch with him at 1:00 said he would call back later & let me know where or he had to get in touch with a member of the War Dept. to dine with us. — I was very pleasantly surprised in our Washington Card Plant. They moved into the present new building last July & are fairly well settled now. It is a nice looking building & kept in good looking condition. Dick & I went thru the plant with Mr. Rydell - his safety man, who showed us what he had done on safety. At 11:30 I stopped back to the personnel dept. & had a chat with Miss Anderson who is in charge of Personnel. She is interested in getting a set of our lesson material to start a shop library for the plant. I think that would be a well idea. Mr. Sullivan was tied up with some visitors so I only had a few minutes with him. Arranged to see him again to-morrow morning. About 12:30 I took a cab over to 1719 N. 5th. NW. Science Service. Mr. Davis introduced

me to the various members of his staff. Dr. Lin of the War Dept. stopped in shortly after I arrived. Mr. Davis took Dr. Lin, myself & four members of his staff out to lunch at "The Old Iron Works" - a quaint old place just across the street from the Science Bldg. Had a swell lunch & got a lot acquainted with Dr. Lin, Miss Van Deventer, Dr. Morrison, Dr. Smith & Freeman Davis, who is a brother to Watson Davis. After lunch we all went back to Mr. Davis' office & he had us gather in the conference room to go over the three lessons. He & some of his staff had looked it over this morning. I asked them many questions about it & gathered that we have only partly met their specifications. Got some good ideas from Dr. Lin. Also gathered that the style of writing would had to be made more interesting. I was afraid of that, I fear it is not an easy job. Took a cab back to the hotel about 5:00. Took a shower & changed my clothes. Dick brought Mr. Reynolds back from the plant with him. He had dinner with Dick & I here at the hotel. After dinner we took a cab over to the

Y.M.C.A. to hear Mr. Eaton address a group from Southeastern University. We saw Mr. Eaton before the meeting - also met Congressman Jennings Randolph from West Virginia. I was a bit disillusioned with the set-up for Mr. Eaton's talk. It was given in just a small class room at the "Y", which seated less than 100 people. The room was packed however. Mr. Eaton's talk "Fighting and Living in an Air Age" - was one of a lecture series sponsored by the Y.M.C.A. & Southeastern University. I enjoyed the talk very much. Mr. Watson Davis came in when the talk was about half over. After the formal talk there was a question period which was quite amusing. Besides Congressman Randolph who introduced Mr. Eaton, there was another Congressman in the crowd & the two of them got going on the subject much the same way I imagine they do in the House of Representatives. I got quite a kick out of hearing them. After the meeting was over Dick & Reynolds left. I waited with Mr. Davis & as soon

as Mr. Irton could break away the three
 of us got to-gether on the matter of the
 Pre-induction Training Booklets. Irton
 simply asked Mr. Davis to put in writ-
 ing just how the whole matter was origin-
 ated & how it was to be carried out fin-
 ancially & otherwise. Of course the main
 thing Irton is interested in is to learn
 just how the War Dept. ties in on the
 whole matter. Mr. Davis explained the
 whole set-up & said he would get a
 letter out to us immediately on it.
 Mr. Irton decided to walk over to his
 hotel "The Willard" so Mr. Davis & I
 walked up Connecticut St. with him. We
 walked by the White House. They had the
 sidewalks barricaded in front of it so
 you had to walk on the opposite side of
 the street as you pass it. From the
 Willard - Mr. Davis & I took a cab. Got
 back to the Hotel about 11:00 - found
 a note on Dick's bed that he had
 gone up to call on Paul Kennedy on
 the 9th floor. I went up & talked
 with them for awhile. Paul is planning
 to go back to Endicott to-morrow.

Dick & I turned in about 12.00.

2/6/43 SATURDAY:

Boy! What a night. I couldn't sleep for Dick's snoring. He sure takes all records for volume, variety and consistency. He almost annoyed me. Got up about 8:00. I mentioned Dick's snoring, but since I know he is a bit sensitive about it I didn't emphasize it at all. Called the plant and had pullman reservations made on the 2:00 o'clock train to Newark. After I got dressed I went across the St. for breakfast - service is too slow at the hotel. Took a cab out to the Science Service bldg. I had an appointment for 9:30 to go over the lessons on Fundamentals of Shop Work with Miss Van Der Water from the standpoint of style of writing. I got there early - called an office & sent a teletype to Bill telling him briefly what I had learned about their reaction to our material. Miss Van Der Water gave me some very good suggestions on

to how the material could be improved from the standpoint of making it more interesting reading. We went through the three lessons & I made notes of her suggestions. Mr. Davis showed me the correspondence he had with the War Dept. on the lesson material. At

11:50 I took a cab out to our plant. Saw John Sullivan & had quite a chat with him. He sure is an enthusiastic individual. He sat down with me in the lobby & told me the complete story of how he purchased their plant or present bldg. for \$500,000. (With gestures). I also discussed the training situation with him & we agreed that factory schools were impossible in their set-up. Mr. Sullivan however liked the idea of having a complete set of our lesson material in their plant. I also explained the foreman conference we were having at Endicott. He agreed it would be good to leave the foreman manual with Miss Andrews & to keep her informed of the material we cover at Endicott. Took a cab back to the Hotel. Dick & I checked out & took

our bags over to the Grand Union Station. Dick thought it would be best to check our bags through to New York on our tickets so we wouldn't be bothered with them so we took them to the baggage room. Had dinner at the restaurant in the station. There were hundreds of soldier boys in the station. It was quite a sight. We had pullman reservations on the 2:00 o'clock train. It sure was swell riding in first class. I believe it was the first I had ever occupied a chair on a lounge car. The train was late - due in New York at 6:00 & didn't get in until about 6:45. I went directly to the baggage room & was very disappointed to learn that my suit case had not come in on the train with me from Washington. (Dick had gone on then to N.Y.C. as he had to go on up to Poughkeepsie) After fooling around over a half hour I finally arranged to have it sent on through by P. R. express & took a cab over to the Lackawanna Station where I supposed I had reservation on the 7:37 train to Binghamton. Found that there was no reservations for me at the station. There was a crowd waiting for the train & of course it was crowded.

Managed to get a seat however. Learned later that there was a dining car on the train so I had my dinner in route. I sat with a young fellow who was going skating in the Poconos. The train made very poor time, laid over in Scranton 25 minutes. Was 20 minutes late getting in Binghamton - arriving at 1:00 A.M. I called Mary & was able to get her to the phone, to let her know I would be home so I wouldn't have to frighten her by hammering on the door. Took a cab over & got in about 1:30. Spent almost an hour telling Mary about my trip.

2/7/43 SUNDAY:

Got up about 9:45. After some breakfast I started working on my report of the Washington Trip. It was a very dull gloomy day & very windy so I spent the whole day inside. Finished my report on the trip & this evening, I worked here in my study preparing some case problems to use in our foreman conferences. Mary helped me with some of the writing. At 10:00 we took the ash out - it was a

cold windy night & had snowed a little all evening. Boy. And we sure get the full benefit of the wind eye here on the hill.
To-bed 10:30.

2/8/43 MONDAY:

Drove down to the office at 8:15.
Called Dene Bibby about going over the cases I had prepared for the foremen meetings, but he put it off until to-morrow morning. Also asked Dene out to dinner to-night but he couldn't come. Spent over an hour going over the information I brought back from Washington with Bill & Frank. That job is sure not progressing the way I would like it to. Llew stopped in & said he wanted to see me this afternoon. At noon I drove home for lunch & then hurried on over to Binghamton to the Y.M.C.A. Found the J.M.T. session still out to lunch so I went over to Bury's to see Russ Lenthill. Met Mac Almon on the street. Learned Sam Moore & Hal Jordan were at Sam's office so I went over to the Court House. Had a nice talk with them & got things all lined up for the meeting Wednesday P.M. Drove back

To the office. Had quite a session with Barton this afternoon. He is not too pleased about the Revision set-up but like me he hesitates to do anything about it. Told me he saw Bill & Mary come in the school the other morning arm in arm. He asked me whether he should say something to Bill about it & I advised him to do so. I warned Barton again of I.B.M.'s attitude on manner such as this & that we had better be prepared for some reaction sooner or later that would be serious. Advised him to take some action first. There was a general Foreman's meeting at 4:45. Kirk had ~~for~~ Tommy Davis call the roll so we all thought it must be very important. He talked for an hour & 13 min. on various subjects relative to handling personnel - the main points however were rates & absenteeism. Pointed out rather forcefully the need of making every moment productive. Translated the value into dollars & cents by stating that every minute means 2¢ for the actual worker. That is every minute costs I.B.M. 2¢. Also mentioned the new job classification that is being set up. As usual Barton talked for a few

minutes - explained he had a report of all rates & that any problems that foremen could not handle should be brought to him. At 6:30 Bill & Ray Jawn went home with me for dinner. I had been planning on having Bill out with Danse Bibby but when Danse couldn't come I decided I would grab the opportunity to pray off a bit I had lost to Ray. We had but a steak dinner on the size of my desk & I lost. Mary had a well steak dinner for us & I'm sure we all enjoyed it thoroughly. After dinner we had to rush back to the office. I tried this evening to do some rewriting on lesson No. 1. of Fundamentals of Shop Work to put it in the form required by Science Service. It sure is a tough job putting technical information into what can be considered interesting reading for high school kids. I had ~~several~~ several interruptions so I didn't get much accomplished. Went home about 10:30 - read the paper & went to bed about 11:15.

2/9/43 TUESDAY:

Drove to work at 8:00. Bill & I tried to see Dame Bibby this morning on the case problems for the foreman meetings. Dame was tied up so he referred us to Jimmy Johnston. Just as we got started with Jimmy he was called to the Laboratory so actually Bill & I didn't get anywhere. I was very much concerned about the slow progress being made on the Pre-induction Training Material so Bill & I had a session with Orton on it this morning. Went over the whole situation thoroughly - explaining the difficulty we are having writing it in the style they want. Orton suggested we get one of the staff, of Science Service to come to Endicott to supply that style or technique so I suggested he see Watson Davis while he is in Washington this week & have him send Miss Van Der Water up for a few days. Orton & I tried to see Gish this morning but couldn't arrange it - he had asked us to see him regarding a letter. At 12:00 I drove down town, got a hair cut, had some fun with Charlie the barber. Stopped at Hickey,

to get a couple of color pictures - called Mary
 to get some lunch & then I drove on up
 to the house. As soon as I got a bite
 to eat I drove on over to the Y.M.C.A. in
 Binghamton. Found the J.M.T. group out
 to lunch so I drove on over to the Railway
 Express office to get my bag which I had
 checked on my ticket in Washington last
 Saturday. Boy! Was I surprised when I
 saw how it had been ~~to~~ banged up in
 transit. I blew off about it so the express
 agent made out a complaint form. When
 I got back to the "Y" the boys were in session.
 I had no more than gotten settled however
 when Ed Chandler came up & said I was
 wanted on the phone or - call my office.
 I called Mr. Arton & discovered that Mr.
 Watson had called a group of us from the
 school to N.Y.C. to-morrow including myself.
 Went back up & called Mac Almon out of
 the meeting - told him he would have to
 handle the J.M.T. meeting to-morrow. Mac
 said O.k. but he seemed reluctant to do it.
 I drove back to the office - stopped by the
 house & left my bag. Saw Mr. Arton when I
 got back & learned that Clem, Mety, Crowley,

Irvine, Prime, Griffin, Anderson, Artar & my-
 self were all called to N.Y. to-morrow. I Wayne
 didn't have any idea as to what it was
 all about. Had a lot of work to get
 out so I asked Joe to stay late - gave
 her a number of letters. She isn't working
 out so good - very slow & too inaccurate.
 Has to type almost everything over the 2nd
 time. To-night just because there was a
 little extra work she came very near break-
 ing down. Seems very nervous & excitable. I
 sometimes think she isn't well. I went home
 about 6:30 - came back to the office at
 7:30. Joe was still there working on the
 few minutes work I had given her. There
 were so many errors in the letters she had
 typed I hesitated using any of them. In
 fact the one I had dictated to the Railway
 Express about my bag I decided to take to
 N.Y. & have retyped. Bill & Mac came in
 this evening and I arranged with them
 to handle the J.M.T. meeting to-morrow.
 We decided to have Bill Lewis do the
 introducing. Got some things ready to
 go to N.Y. & left the office about 8:45.
 Drove home packed my bag & read the paper.

Geo. Metz picked me up about 10:15 with a cab & we went over to the LaSalle station. Both had suppers as our reservations were made too late to get anything better. Turned in about 11:30.

2/10/43 WEDNESDAY:

Got up at 6:45 - Geo., Walt & I got off the train first. Had breakfast in the station at Hoboken & ~~met~~ met Clem & Orton. After eating we took a ferry to 23rd. St. & then took cabs up to the Park Central. Couldn't get anything except a suite of rooms so we all went to - together in a suite. We all cleaned up a bit and Clem took his shower as usual. About 9:00 we all walked over to the office at 590 Madison. Discovered there was some type of meeting planned in the board room as they had it all set up with pad & pencils - also extra chairs. Mr. Watson wasn't in yet so we all scattered as we each had other people we wanted to see. I had Mr. Ned Davis' secretary Mr. Hattley get me a girl from the office service dept. to take a letter. She came up to the board room & I dictated a letter to the

Railway Express Co. about my bag. She typed
 it & Mr. Attebury brought it in to me. She
 did a swell job on it & Mr. Attebury had
 apologized for her being inexperienced. This
 made up my mind about Joe. I just
 can't have her holding up my work, I
 can surely find a better secretary. Went
 up to see Rumwell about the matter I've
 Sanford had referred to me on distributing
 material on History of I.B.M. to the High Schools
 in the Poughkeepsie Area. Had a nice chat
 with Rumwell. Spent quite a while in the
 board room waiting for the conference to
 get started. It was about 11:30 when Mr.
 Watson finally came in & introduced ~~Stella~~
 AA Madame D'ARAUJO from Brazil & ex-
 plained that she had come here to tell
 us of their educational work in Brazil. First
 however Mr. Watson talked for some length
 on the need for us younger members of
 the organization to give serious thought
 to "self education" The board room was
 filled with people from the various offices
 at 590 besides the group from outside. One
 statement Mr. Watson made that stuck
 with me was "Stop aside occasionally

& watch yourself go by" & take an inventory of yourself. I thought that very good advice. Madame D'Orange was a very charming lady & although she had a pronounced Brazilian accent she talked very understandable English. I really enjoyed hearing her talks. She gave us a fairly good picture of her activities with our organization "Service Hollerite" - in Brazil. She is actually head of our Educational Dept. there. They have done quite an outstanding job in pioneering in ^{out} fields of education which are new to the country of Brazil. Once they start the courses they are taken over by the University. Some of these courses are - Course on Organization, Public Administration & Record Administration. She very elegantly gave thanks to Mr. Watson & to our educational work here in this country which she had studied & from which she got the most of her ideas. At one point she apologized for her English & Mr. Watson very cleverly returned her apology by explaining or pointing out that there was not one of us there in the room who could talk to her in Spanish.

or Portuguese. At this point Mr. Eaton
 suggested we had a man, Ben Ball, an
 Englishman who could interpret Portuguese.
 Mr. Watson immediately sent for Ben to come
 to the Park right away. Mr. Watson adjourned
 the meeting at 1:30 & we all went up
 to the cafeteria on the 21st floor for lunch.
 The meeting was called to resume at 2:30.
 After lunch I returned to the board room &
 learned from Walter Crotty that Walter
 Titus was in Mr. Watson's outer office wait-
 ing to see him. I went down to see him -
 had a nice chat. He hardly knew me -
 said I gained a lot of weight - I guess I
 had in the past 4 years. Mr. Titus sure
 looked good - said he was very busy over at
 Spring Engineering Co. He is now General
 Works Manager with 26 different divisions
 to coordinate - some job! Our afternoon
 session was a bit late in getting started.
 Mr. Eaton took over as chairman in Mr.
 Watson's absence. We had a round table
 discussion in which Mr. Eaton tried to
 discuss how some of the things that
 had been done by Madame d'Arango at
 Brazil could be incorporated into our

educational program. The idea that was brought out which I liked was that of preparing a bibliography on various subjects for self improvement. It occurred to me that their situation at Brazil is so different from ours that the work they had done there must be interpreted from the standpoint of the general principle rather than the specific. Our session lasted until about 5:30. There was then much confusion as to whether we would all have to stay until tomorrow or not. Mr. Arton finally got word from Mr. Nichol that we should all stay so we then cancelled our reservations on the steamer. Clem, Walt, Geo., Arton & I walked back to the hotel about 6:30. We wired MARY ^{telling her I wouldn't be home for night.} went to the suite & cleaned up some for supper dinner. Arton got himself a separate room as only four of us could stay in the suite. Clem stopped in the barber shop for a hair cut - kept us waiting for over an hour. However he didn't let that bother him any - didn't even have a word of apology to any of us. Arton suggested we try Saffronette's at 42nd St. & Broadway so we took a cab down. It was a fairly nice place &

good place to eat. After dinner Clem took us on a wild goose chase of a number of theaters - couldn't get tickets at any of the good shows so I finally gave up & walked back up to 53rd. We to see a movie - then found we would have to stand 2 hours if we wanted to see the movie Mr. Anton had recommended - "Air Force". Mr. Anton went back to the Hotel & the rest of us went to see Noel Coward in the movie "In Which we Serve". I didn't care for it & neither did the rest of the fellows. Walked back to the hotel with Ito. Had a soda in the drug store before going up to the room. Turned in right away - about 11:30.

2/11/43

THURSDAY:

Got up at 7:15 - we all had breakfast at the coffee shop in the hotel. Anton came in with Ben Bodell. Ben had arrived this morning - his first contribution to our conference was to put us straight on how we should address the lady from Brazil - he said instead of Madame it should be Senhora d'Arango. After we finished eating we took cabs over to 590

as it was raining - a terrible day. Our
 session in the board room didn't get
 started until about 10:30. Even then Senhora
 d'Arango wasn't present. Mr. Arton first
 reviewed what had taken place at yesterday's
 meeting. - FORGOT: - As soon as I got
 settled at 590 I called Bill Robinson at
 Endicott to tell him not to send out any
 more of our lesson material gratis. Mr. Arton
 had a session with Mr. Watson yesterday & Mr.
 Watson has changed his mind somewhat. The
 thing isn't entirely settled as yet however.
 I asked Bill how the J.M.T. appreciation
 session had gone off & he said very well.
 Bibby conducted the meeting as far as the in-
 troductions were concerned & he said Mr.
 Cox did a wonderful job on the demonstration.
 Mr. Kirk, Johnston, Linn, Kintner & all the
 supervisors were there & Bill seemed to
 think it had gone over well & that they
 were all sold on J.M.T. I was glad to hear
 that. - Getting back to our session - Ben
 Bodell was present to interpret some of
 the bulletin which Senhora d'Arango had
 left with Mr. Arton. Arton acted as chairman
 & conducted a round table discussion of

The educational program conducted by "Service Hollerith" in Brazil. We discussed this from the standpoint of how it could apply some of the things they are doing to our various educational activities. Senhora d'Araujo didn't show up so Arthur adjourned the meeting at 12:30. I was surprised to ~~see~~ see Mike Soga appear on the scene, he had come down to see Mr. Watson. It sure is remarkable how Mike gets around, he has been making a tour of the plants up in the New England States & had come down from Boston. I helped Mike & took him up to the cafeteria for lunch with me. Our session convened again at 1:30 and Mr. Watson came in to talk to us for a few minutes & to give us some advise - said we should read to stimulate our thinking. Senhora d'Araujo finally arrived on the scene about 2:00 o'clock - our group had dwindled down to about half the size it was yesterday. We had an interesting session & asked her some questions we had on our minds concerning her work. She had another appointment at 3:30 so our session

terminated about that time. Mr. Orton had
 gotten word that we should plan to go
 back to Endicott to-night. We picked
 up our reservations at Mr. Nichols' office.
 About 4:00 Walter ^{Benn} ~~and I~~ took a cab over
 to the Hotel as it was raining & Bev. &
 I took ~~on~~ a cab to Schwartz's toy store - Clem
 had asked Bev. to get a doll house for
 his little girl. We were surprised to find
 the cheapest one was \$39.50. It was in a
 small toy store, but too expensive. Took a
 cab on over to the Park Central. I put
 Clem's things over in Orton's room & then
 Walter, Bev. & I checked out of the suite of
 rooms. I walked back to 590 to be
 there for the "Know Your Company" session
 of the IBM Club Educational program at
 5:30. Went up to Miss Cotton's office - she
 told me a little about their program &
 then took me down to meet Mr. Carlesco who
 is the Chairman of the educational committee.
 Had a nice chat with him. Miss Cotton
 took me down to the Club Room at 5:30
 for the meeting. Mr. Douglas was scheduled
 to talk on Sales Promotion, Mr. Hackett
 on the Think Magazine & Mr. Remwell

on arriving. We waited until about 6:00 & at that time only 7 or 8 people had shown up so Jim Cotton decided to cancel it due to the inclement weather. It was a terrible night, snowing & wind blowing. I was disappointed as I had hoped to learn more about some of the departments at 598. Since it was snowing hard I took a cab back to the hotel. I probably could have gotten in touch with Geo. & Walt, but I was really glad to have an evening to do as I pleased & not to have Walter load me up around to make it embarrassing at frequent intervals. Checked my brief case & then walked a couple of blocks down Broadway to a small seafood place for some dinner. Then went to see "Air Force", it was a good picture - showed the use of IBM machines in decoding messages in the air force. After the show I went back to the hotel - tried to call Dad & Betty but the line was busy so I didn't try again. Spent over an hour in the hotel lobby as a kid getting caught up in these notes. About 11:00 I took

a cab to 23rd St. Ferry. Met Walt, son,
 & Ben there & we all caught the same
 ferry to Hoboken. Had a bite to eat in at
 the station before boarding the train.
 Turned in about 12:00.

2/12/43 FRIDAY:

Got up at ~~6:45~~ 7:00. Bro. Mitty
 & I took a cab over home about 7:30. Stopped
 by & left bro. at his home first & then
 dropped me off here. Mary & the kids weren't
 up yet. My coming here of course stirred
 them up. I had to shave & change some
 clothes so I turned in for about an hour.
 Bets & Mary Lou came in our room & I had
 some fun with them. Had breakfast &
 then called Mrs. Orton. Clem & Orton had
 to go to Washington so they hadn't come
 back & Dwayne wanted me to take Mrs.
 Brian down town but I found she didn't
 want to go. Drove down to the office about
 10:00 o'clock. ^{Spent at BUICK garage - had it greased & oil changed.}
 Mrs. Almon was just leaving
 to go to Birmingham. She told me a little
 about the meeting on T.M.T. Wednesday &
 said it was a big success, everyone went
 for it both live & sinker. I was disappointed

Took some color pictures
 with the Leica of Kiers House - Our
 House, Fin. C. & CLEMMONS HOUSE.

To find Bill hadn't gotten the piece 3 leaves
 on "Fundamentals of Shop Work" off to Washington.
 At 10:30 I sat in on the premen meeting
 on safety. Bob Wells was the chairman &
 it was a fairly good session. Went over
 to see Bill Linn at noon - asked him
 about J.M.T. He is all for it & wants us
 to get it under way for the premen &
 supervisors right away. Had lunch at
 the cafeteria. I had planned to attend
 part of the last session of the J.M.T.
 Institute at Bing this afternoon - but
 Max called & told me that Cox & Hal
 Jordan had gone back to N.Y.C. & that I
 wouldn't be interested in what they were
 doing in the Institute so I gave up going
 over. Got a lot of letters out this afternoon.
 Went over to see Cy McLean but he was in
 a meeting - took a walk thru Bldg. #46.
 Had a lot of work to get out this after-
 noon. Stopped over to talk with Eleanor
 Irvine about changing my secretary. He ad-
 vised my trying the girl that Robbie has
 hired for the day. I had a talk with
 Robbie when I came back & he called Mary
 in to ask her opinion of Joe as she had

been doing some work for Mary. Both Mary
 & Robbie were agreeable ~~to~~ as Joe has been
 doing O.K. on straight typing work etc. I had
 Joe stay a little over time to night to get
 out a couple of long minute letters. After the
 rest of the office cleared out I had a short
 talk with her ~~another~~ about her work. I
 let her know I wasn't entirely satisfied &
 told her what I had planned to do. I
 explained she would still be in our dept.
 & she seemed to feel it was O.K. with
 her. Left about 6:00 & walked down to
 The Buick Garage for my car. Came home
 for dinner. Drove back to the office at 7:45.
 Attended the 2nd shift foreman meeting on
 the subject of SAFETY. Cliff Buerin was the
 chairman - a good meeting - Bill was at
 the meeting but shortly after it started he
 went home - said he was feeling sick. I
 had a talk with Bert Kintner after the
 meeting asked him what he thought of J.M.T.
 Of course Bert was all for it as he is an old
 time study & motion economy man. Came
 home about 9:30. Read the paper & turned
 in about 11:00.

2/13/43 SATURDAY:

Got up about 8:30 - went down to the office at 9:30. Was surprised to find that Bill wasn't in to work. He had called in & said he had to go to Syracuse to see a sister who was terribly sick. I also noticed that Mary wasn't in either - she had left word that she had gone to Brandon with her mother. I sort of wondered a bit whether she & Bill might not have arranged something to gether but as usual I gave them the benefit of the doubt. Frank Le Baron wasn't in either so our lesson material was at a stand still. I had Cliff Mitchell continue his work on some sketches however. I discussed the situation with Deayne - found he had talked with Watson Davis while in Washington & he had agreed to send Miss Van Der Water to Endeavor. I suggested we have her come up Monday & hold the lessons until then so she could go on then with Bill & Frank. Deayne liked the idea & suggested I call Watson Davis which I did. He seemed to think that Miss Van Der Water could come up either Monday or Tuesday. Had quite a chat with Mac

on J. H. T. he said the committee were sure
 tough & that the boys who are given the
 1960. ~~revision~~ program will really have to
 buckle down. He believed we should put
 all the experience thru it first. At 12:00
 I drove home as Mary wanted dinner at
 12:30 & I had promised to take her to Bing-
 hamton this afternoon. Just as I sat
 down for lunch Dwayne called and
 said some other member of the Educa-
 tional Dept. had come to him & told
 him about the Robison case & suggest-
 ed that for the good of the department
 something should be done about it. I told
 Dwayne that I had had a talk with
 Mac Almon recently & he felt the same
 way about it. Dwayne said he was
 going to see Kirk about it & ask his
 advise on what action to take. After
 lunch Mary & I drove down to the school
 as I wanted to see how Arton had made
 out with Kirk - Mary went on down town
 & I waited at the office. Arton was over to
 Kirk's office but came back in a few minutes.
 He had explained the whole situation
 to Kirk & Charlie wants in to trans-

for Mary over to the factory right away. Therefore we have a nasty job to do Monday morning. Mary picked me up at 1:45 - drove over to Vandine in Union & looked at some suits. Then drove over to Binghamton - went to Claver's & picked out draperies for two bed room & the dining room. I did some shopping for a suit & a hat but didn't get either one. About 5:00 we went to the movies saw "Benj. Crosby & Bob Hope in 'Star Spangled Rhythm'" a very light but interesting picture. After the show we went to the Community Coffee Shop for dinner. Eddie & Pat Wood came in & joined us. Had a nice chat with them. Got home about 9:00. Mary had Rose a little neighbor girl stay with the children - she got along swell. Did some reading & turned in about 11:30.

2/14/43 SUNDAY:

Got up about 8:30 - a very cold windy day. After breakfast I went over to the garage & got Barbara's new express wagon. Brought it in the kitchen & packed each

wheel being with gear. Then cleaned ^{& swept} up the
 shelves under the cellar steps. This afternoon
 I worked in my study & prepared a report
 on J. M. T. (Job Method Training) for Mr. Linton &
 also one for Mr. Lewis proposing a program
 to start moving the papers & impressions
 in J. M. T. The wind blew a regular breeze
 this afternoon & the air was full of snow
 most of the time. It also snowed a little.
 However the sun shown part of the time &
 it was really beautiful. I slipped out
 while the sun was at its height & took
 a picture of the house - also one of Kirk's house.
 Later while I was at work in the study
 I put my coat & hat on and went out
 on the sun porch from my study & took a
 picture of the Binghamton Country Club - also
 took a shot up to view Kirk's House all
 in color. After dinner to-night I
 started a fire in the fire place & spent
 the evening reading "Hootner" in Reader's
 Digest. Boy! To me is a cold night - 16°
 below zero & wind blowing hard. Can hardly
 keep the house warm it blows right in.
 The worst weather we have had - To-bed

11:30.



